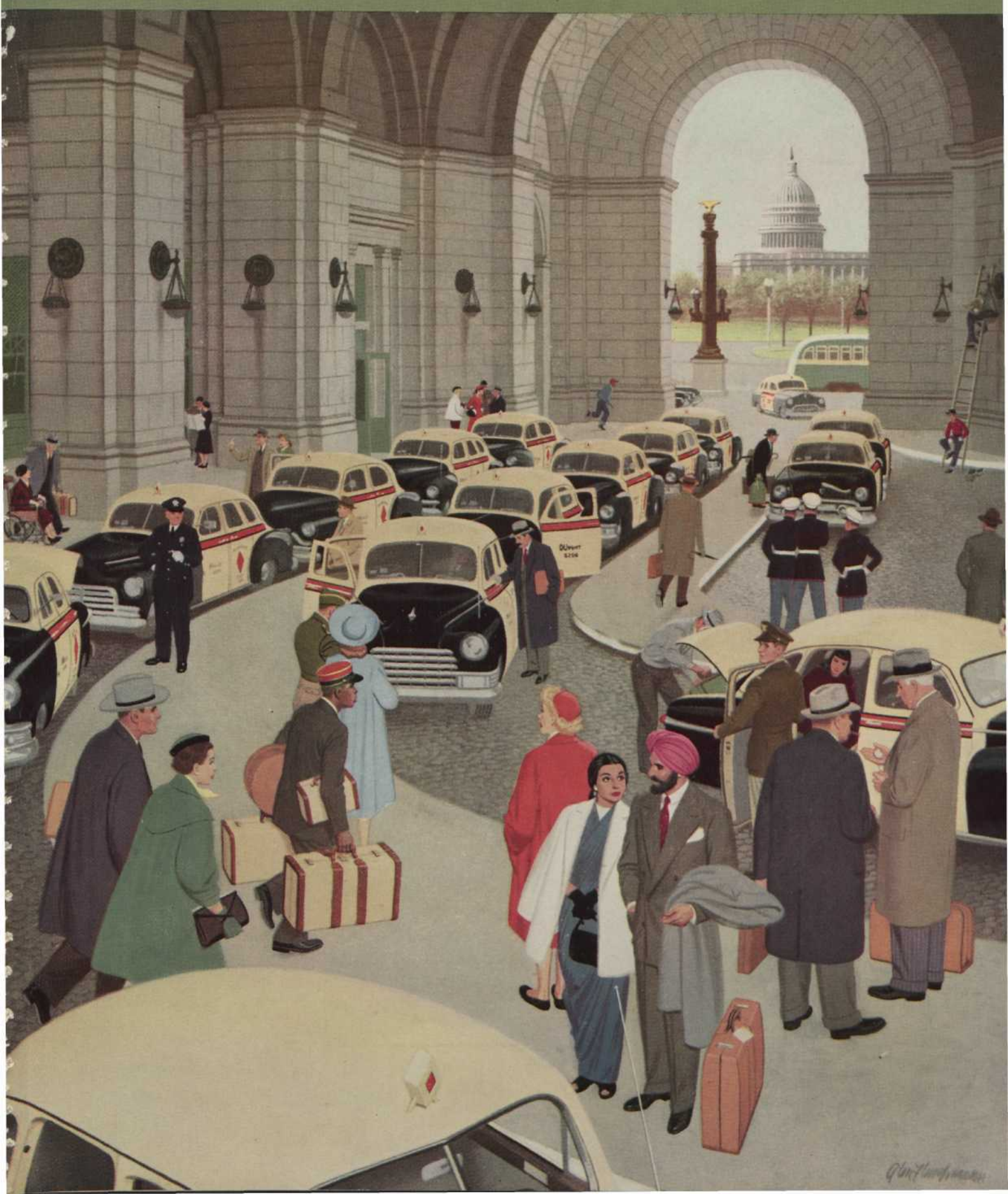


APRIL 1952

Nation's BUSINESS

A GENERAL MAGAZINE FOR BUSINESSMEN

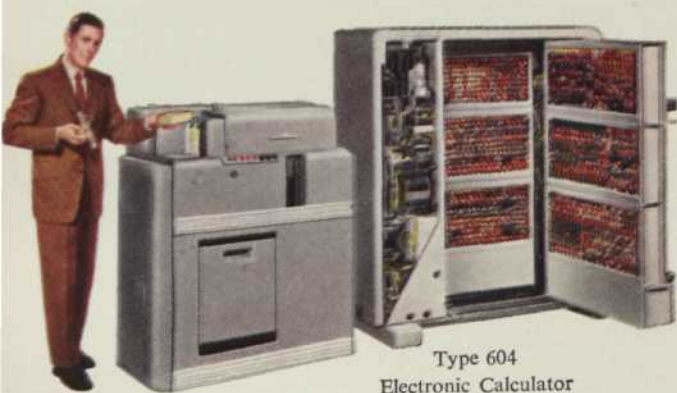




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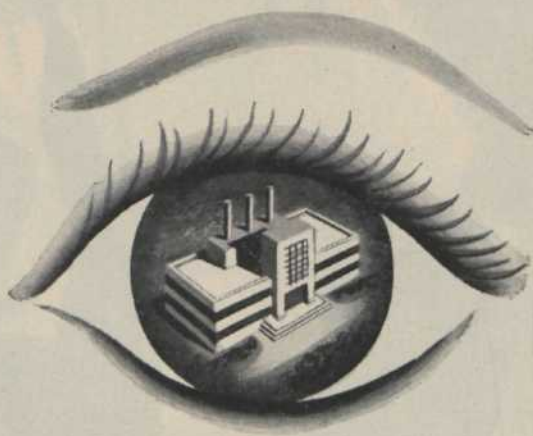
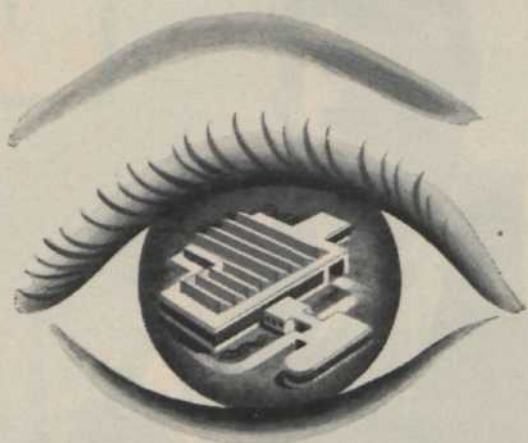
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NB-4-52

THE NEW YORK LIFE AGENT IN YOUR COMMUNITY IS A GOOD MAN TO KNOW

NATION'S BUSINESS for April, 1952



Seeing is believing—in the SOUTH!

IT'S hard to believe it until you see it. But "seeing is believing." And wherever you look in the modern Southland today, you see new factories going up and established industries expanding. There were 292 such developments last year along the 8,000-mile lines of the Southern Railway System alone.

The production of manufactured articles of every kind is at a new all-time high in the South. Consumer markets, too, are expanding as never before. And per capita income is growing at a faster rate than the national average.

It's *easy* to believe when you see it. And it's easy to see it. Just—

"Look Ahead—Look South!"



SOUTHERN
RAILWAY SYSTEM

WASHINGTON, D. C.

Harry A. DeBette
President

The Southern Serves the South



This is Leonard A. Snyder, photographed at eight weeks

INTRODUCING *The Youngest Telephone Share Owner*

BABY BECOMES PART OWNER OF A. T. & T. WHEN ONLY THIRTY-TWO MINUTES OLD

Little Leonard Snyder of Philadelphia, Pa., broke all known speed records in becoming a part owner of the Bell Telephone business.

Minutes after he was born on December 28, 1951, his proud father telephoned the news to his aunt. She was so delighted that she immediately telephoned an order for five shares of American Telephone

and Telegraph Company stock for the new arrival. Thirty-two minutes after Leonard was born, the stock was purchased in his name.

He's much younger than the average A. T. & T. shareholder, of course. But in the number of shares he owns, he's just like thousands and thousands of others. For about half of all the owners of A. T. & T.

are small shareholders, with ten shares or less.

The 1,100,000 owners of the Bell Telephone business are people of all ages, from all walks of life, in every part of the United States.

Thousands of churches, hospitals, schools and libraries and three hundred and fifty insurance companies also own A. T. & T. stock.

BELL TELEPHONE SYSTEM



"unexpected benefits"



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J. A. Novelli
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Nation's Business



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APRIL, 1952

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NATION'S BUSINESS for April, 1952

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*Which hotel
in Washington?*

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because of its acres of private grounds, ample dining and meeting facilities and distinctive appointments overlooking beautiful Rock Creek Park, only 10 minutes from mid-town.

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THE lead article in this issue, "Two Can Play at Sabotage," is by **ANTHONY H. LEVIERO**, the New York Times White House correspondent, who is also an expert on military intelligence. During World War II he was chief of the Army General Staffs' unit for disseminating enemy intelligence to all theaters of operation. His reputation, gained during the war and as a Washington correspondent, enabled him to get perhaps a deeper insight into our current psychological warfare operations than would be permitted to others not in the Government. And his personal experience with security measures and handling classified documents enabled him to argue with officials for a greater disclosure of the scope of our covert activities. As a result, his article discloses enough to inform Americans to a safe degree without being of help to Russia.

Leviero reports that reprints of his recent *Times* series on psychological warfare are being sold by the thousands. It is a good indication that the public is gratified that at last we are going underground to fight the Russians on their own terms.

IN "You're Talking Through Your Hat" **ALLEN CHURCHILL** mentions that hatter's delight, the Twenty Hat Man. Churchill, we have found out, is not one. Four is the best he can muster. "Having that many," he says, "is pleasant enough, but also a responsibility. You always have to stop and figger out which one to wear—not, in my case, because you're a well dressed man, but just because you're a guy who has four and you might as well rotate them."

"You might say," Churchill adds, "that as a New Yorker I plunged into this article determined to prove that tipping was why so many men don't wear hats. But that didn't hold up. In the reasons why men go bare-headed, tipping is at the tail end of the list because there are only three real tipping

WHEREVER THERE'S BUSINESS THERE'S

Burroughs



cities in the country—New York, Washington and Boston. Elsewhere the man who patronizes the average medium or better place finds facilities to hang his hat and coat on his own. Of course, there are a few spots in every city where you must tip, but the average guy does not go to them enough for them to be a nuisance. Another crusader routed!"

SINCE 1949 thousands of hand-picked experts from every Western European country have toured this



country under the Marshall Plan. These businessmen, technicians, educators, workers and union officials have come with just one thing in mind: to find out for themselves what causes

American productivity. In one way or another every one of the 200 so-called productivity teams that probed our business system arrived at about the same conclusions.

PETER F. DRUCKER, chairman of the Advisory Committee to the National Management Council which handles these teams for the Government, tells what these findings are in his article on page 34.

Drucker devotes a large share of his time to management consultant work and such companies as General Motors, Sears Roebuck and the Chesapeake and Ohio Railroad have been among his clients. He is also professor of Management at New York University as well as a writer and a regular contributor to *Harper's*, *The Saturday Evening Post*, *Fortune* and *The Harvard Business Review*. His latest book, "The New Society," was published in 1950.

MORTON M. HUNT started out to be a scholar of English literature, but had switched to philosophy when the Defense Department chose a new occupation for him. After three years in the Army Air Corps, he couldn't quite settle down to schoolroom routine. Instead he began filing pictures for *Look* magazine, and worked up to writing picture stories and short articles. He went over to *Science Illustrated* after a year and started free lancing when the publication folded in 1949.

Hunt's wife is Lois Hunt ("Miss



How to beat the 'SQUEEZE' of the high cost of living!

You can't control the *value* of the dollars you receive; but you can control the *number* of dollars you are paid!

Today, particularly, you must make more money than ever before because you can no longer depend on small yearly increases to maintain your standard of living. But, regardless of economic conditions, a clerk will always receive a clerk's salary; he can expect little more than minor raises until he qualifies for more responsible work.

The only way to "beat the squeeze"—to keep ahead of sky-rocketing costs—is simply this: *Lift yourself out of your present class into the class above!*

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THE MILWAUKEE ROAD

Route of the HIAWATHAS

CHICAGO, MILWAUKEE, ST. PAUL AND PACIFIC RAILROAD

Hunt or Mrs. Hunt, depending on whether she's being addressed socially or professionally—a great source of confusion") of the Metropolitan Opera Association. "In addition to being a lovely, gifted and glamorous type gal to have around the house," says Hunt, "she also serves a wonderful function; she reads all my manuscripts before I send them out, protests many things, but best of all, almost always likes them."

WALTON M. SMITH, the author of this month's short story, "Georgie's Dog from Yonder Hill," has been a hunter and fisherman since boyhood. A Rhode Islander, Smith has followed these sports from Georgia to eastern Canada and his acquaintance with bird dogs is considerable. His dogs have won ribbons in field trials and shows.

THE illustrations for Smith's short story were made by another hunting and fishing enthusiast, **C. E. MONROE, JR.**

Originally from Huntsville, Ala., Monroe now lives in Bridgewater, Conn., with his wife and two children. He has been turning out illustrations and commercial art since his graduation from Pratt Institute in Brooklyn in 1940—with time out for a spell with the Army Engineers in the South Pacific.

Monroe is a member of the Society of Illustrators and a contributor to *Collier's*, *True*, *Field and Stream* and other magazines. He also does work for advertisers.



THIS month's cover painting of the nation's Capitol as seen from Union Station presented **GLEN FLEISCHMANN**



with more work and more problems than a five-part serial. At least that's what he told us. Fleischmann started out working from a photograph but found the perspective so cockeyed and the figures so uninteresting that he wound up doing his own architectural drawing and creating his own crowd. However, as Fleischmann points out, "All art is an endless series of compromises, and the artist is left with one axiom on which to judge the result—"If it looks right—it is right."

WASHINGTON LETTER

✓ MAJOR REVERSE in Government's economic thinking shows in new orders expanding construction.

It's not set out clearly in words, but—

Orders indicate change of attitude. Instead of restrictive, it's expansive—work spreading, business building.

It recognizes failure of long-heralded shortages to materialize, with few exceptions.

It takes into account weakness of inflationary pressures, trends developing in opposite direction.

Orders ease restrictions on dwellings by allowing more materials—including copper where it's required by local codes.

They also partly lift ban on commercial construction to counteract unemployment in New York, Boston, Washington, Portland, San Francisco, Los Angeles.

Although neither order abandons restrictions entirely, industry men see turn toward the end of controls.

Note: Since Korea every change in construction regulations has made them tighter. Now they're loosening.

Importance to you, regardless of what line you're in: These orders indicate Government finds need to make business better, instead of checking it.

✓ RELATIVE PLENTY where shortages were supposed to appear complicates Administration's controls plans.

Case for controls is based on inflationary trend, pinch in materials.

Support for that case falls away rapidly. So pressure builds up to toss out price, wage controls, sharply limit or eliminate materials controls.

Government officials recognize weakening case, hope to get Defense Production Act extension through before Congress becomes convinced regulatory sections aren't necessary.

Their argument: Perhaps we don't need controls now, but we might in the future. Their dilemma: If economy is softening we don't want our controls blamed for it.

✓ WATCH OUT FOR snowballing effect of improving materials supplies. Just as shortages create more short-

ages, adequacy tends to turn into oversupply.

Here's one reason why—

When uncertain of materials, a manufacturer stockpiles to insure uninterrupted production.

For example, if delivery delay on steel is six months, he needs six months' supply. Maybe he's been able to get three.

But when that time lag drops to one month his three months' stockpile switches from 50 to 300 per cent of his needs.

✓ HOW TO SPEND defense money—that's one of Administration's biggest problems.

It convinced Congress, public that huge expenditures were vitally necessary to build up defenses. But it's having difficulty turning dollars into arms.

Principal reason: Military's insistence on equipment development rather than volume.

Current spending rate indicates that instead of predicted \$4,000,000,000 cash deficit on June 30, Treasury may have \$2,000,000,000 cash surplus.

And for a longer look, cash deficit at close of fiscal '53 may be half the officially estimated \$10,000,000,000.

There's relatively little inflationary effect in government deficit financing on that small a scale.

✓ HERE'S WHAT YOU are up against, if your business depends on attracting consumers' dollars—

During scare buying redemptions of Government's E bonds exceeded sales—as people dipped into savings to acquire goods.

But what's happening now?

Since last May (through February) E bond maturities have totaled \$1,874,000,000. But only \$438,000,000 of these matured bonds have been presented for payment.

Holders of the other \$1,436,000,000 in matured "little peoples'" bonds have put them aside, content to make 2.9 per cent interest.

That's 77 per cent, still holding on.

In the past 11 months redemptions prior to maturity have been less than 1 per cent per month of the total amount

MANAGEMENT'S WASHINGTON LETTER

outstanding. Not only are people hanging on, they're buying more.

Sales for first two months of this year ran six per cent ahead of year ago period. Total outstanding now is \$35,-000,000,000—cash value.

Hidden in dollar figures is fact that more and more people buy E bonds—a point disclosed by the number of "pieces" or bonds going out.

Last year distribution of \$25 bonds rose 17 per cent over '50—and trend line this year shows a 35 per cent rise over year ago.

You can attribute at least part of upward trend in bond sales to power of payroll deduction system.

Regular purchasers through payroll have increased by 2,000,000 in past 14 months. Present total: 7,000,000.

Do your products have enough use, price appeal to compete with a bond?

✓ **ONE IMPORTANT PROFIT** pressure is running out of steam.

That's the steam that has been pushing prices upward—enhancing the value of goods or materials on hand.

How important is that pressure? Last year business inventories rose by nearly \$10,000,000,000.

Half of that was an increase in volume of goods. But the other half—despite some sliding prices—was caused by higher price tags on the \$70,000,000,000 worth of inventories on hand.

So business made a \$5,000,000,000 apparent profit on the price rise. That is more than half of all corporate dividends paid last year, more than a quarter of all corporate profits after taxes.

Reversal of the price trend can turn inventory profits to losses.

Note: Bureau of Labor Statistics' index of 900 commodities is running several points under last year's level.

✓ **BIGGEST PARTNER** in U. S. business: the U. S. Treasury—when it comes to splitting the take.

Treasury takes by far the largest share. And therefore stands to lose most if income shrinks.

Last year corporate income before taxes was \$44,800,000,000. Taxes took \$26,700,000,000 of it — 60 per cent.

Out of what was left corporations paid

dividends totaling \$9,500,000,000. The other \$8,600,000,000 was retained in the business to meet operating and expansion needs.

This year corporate taxes are up—how much depends on application of sliding scales to income.

What will happen if profits slide? Tax revenue will slide twice as fast.

It can happen. As recently as 1945 corporate profits dropped below \$20,-000,000,000—before taxes.

And never until 1947 did they even reach the \$26,000,000,000 mark—the level of last year's corporate tax take.

✓ **RECESSION IN MIDST** of defense boom.

That's how current business looks to AFL. Union's economists separate war goods from civilian, find that:

War goods production is up 24 per cent from pre-Korea level.

But civilian goods production started downward after spurt early in war, now is 11 per cent below year ago level.

Don't make mistake of comparing those two percentages equally. The big percentage—rising—affects only a small part of U. S. business. Smaller percentage applies to the larger part.

Observes the AFL:

"This decline is due only in part to the cutback in consumer goods industries and to consumers' wise policy of increased saving.

"Consumer industries have unfilled orders and could produce more if they had the metals.

"But such production could not continue long at high levels, for it was already clear last May that in a growing number of business lines production had outrun purchasing power."

✓ **HOW MUCH IS ENOUGH** in a strategic stockpile?

That's a debated question in materials ranging from aluminum to zinc. Industry judgment often varies widely from Government planners' point of view.

Even the latter argue it among themselves—stockpile objectives have been changed in more than 30 instances in past six months.

This elasticity makes stockpile quotas subject to other than strategic pressures—makes possible use of the program as an economic cushion.

Example: More than \$120,000,000 worth of metals was diverted to industry in late '51 to maintain jobs, production schedules.

Same program could be used to stiffen softening commodity markets.

Although stockpiling was launched in

MANAGEMENT'S WASHINGTON LETTER

1947 Government has spent only about \$2,000,000,000 toward achieving its goal of \$9,000,000,000 worth of materials.

It has obligated another \$4,000,000,000. But Munitions Board, which controls it, has spendable stockpiling balance of nearly \$1,000,000,000.

Let's see now, what is it the Commodity Credit Corporation does to farm prices when they fall too far?

✓ WATCH YOUR LOCAL department store sales figures in May.

Unless you live in a defense-inflated or textile-deflated area, these figures will indicate two things:

1. Attitude of consumers—which is key to business outlook.
2. Price trend in consumer goods lines.

Department store sales (U. S.-wide) have run more than 10 per cent under year ago figures in first quarter. But this comparison doesn't worry merchants.

It's distorted by war scare buying in early '51. This month's figures are upset by fact that Easter fell in March year ago, in April this year.

So watch May. If sales still are 10 per cent under year ago you'll see some sharp price pruning come along quickly.

Although retail inventories are not excessive, a 10 per cent sales drop in May will cause many merchants to get out while the getting's good—and the others will go along.

✓ HOW DEEPLY are wages frozen?

Record shows that pay, like everything else, reacts to supply and demand.

Upward effect is demonstrated clearly in employers' bids for workers in tight labor centers.

But what's happening where it isn't so tight?

Biggest wage drop is to zero—when worker is laid off.

So figures on wage trends usually don't reflect conditions accurately—they drop out the biggest drops.

In 1937 lull industrial hourly wage rates fell less than a cent an hour.

But partial employment brought a drop of ten per cent in weekly earnings.

This year 20,000 AFL hosiery workers took a 20 per cent pay cut. Why? Because other, lower-cost mills were taking away their jobs.

Which indicates that even contractually frozen wages are on thin ice when order cancellations come.

✓ BACKLOG OF ROAD construction building up in U. S. is spotlighted by New Jersey Turnpike experience.

Traffic on this newly opened \$255,000,000, 118-mile freeway is running at density level engineers had not expected would be reached before 1957.

Toll income, estimated at \$8,050,000 for the first year, now is expected to reach \$11,861,000.

And Jersey officials are talking about other highway improvements that will be needed to relieve coming congestion on the new freeway.

✓ ARE YOU SPENDING money on a letter of intent—that's a letter that says the Government expects to do business with you?

You might lose—unless you have in your letter specific language covering contract termination terms.

Defense stretch-out brings up problem—chops off some expectant contractors with money invested in defense projects.

Attorneys seeking precedent go back to World War II, find court decision that Fuller Manufacturing could collect nothing on its terminated project because no provision had been made for payment in event the work was not completed.

Industry representatives are meeting with contracting officers, asking for protection against termination losses, other clarification of letter of intent status.

✓ BRIEFS: Don't expect action resulting from Senate Agricultural Committee hearings on spread between farm, retail prices. Hearings will prove same thing they have proved before—that distribution, transportation cost money. . . . U. S. has 25 per cent fewer pilot training schools than were in business a year ago—and they're closing at the rate of 60 a month. Present total: About 1,500. . . . Teachers' average salary (elementary, secondary schools) has reached \$3,012. That's 109 per cent jump in a decade. Compares with living cost rise of 71.9 over same period. . . . Check in corn belt shows farmers won't plant as much of it as Government wants—because of arithmetic. Last month farm average corn brought \$1.66 at Chicago. Soy beans brought \$2.78 on same day. . . . Pinch note: Sharon Steel Corporation has closed two open hearth furnaces because of poor market conditions.

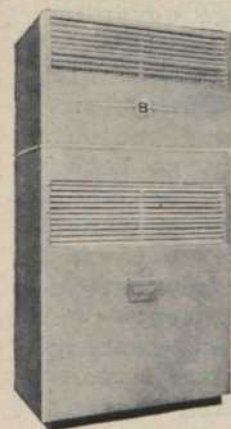
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By My Way

R. L. DUFFUS



Ten stories up

FROM our rooms on the tenth floor of the city hotel in which we passed some winter weeks we could look out, after dark, into a wilderness of light—lights marking the streets, lights in skyscrapers, the flashing on and off of automatic signs. The noise of traffic was not too loud, except at theater time and other hours of congestion, when everybody did his best to help by tooting his horn. In the morning the garbage collectors banged their heavy cans on the sidewalk, but it was sort of peaceful to lie abed and listen to them and not have to get up for a while. Then there were pigeons, who sat on the window sills and cooed as softly as though they were among the murmuring pines and the hemlocks in Longfellow's forest primeval. At dawn and sunset we often had cloud effects as good as those on any mountain—and indeed what was our temporary home but a small mountain? As long as we stayed up there, ten stories above the street, I believe we felt as rural as we do in our suburban house-and-lot. It was only when we descended, for work or pleasure, that we learned differently.

Yes, trains have rights

THE TITLE, "Rights of Trains," on the accessions shelf of a library where I often browse caught my eye; I have always thought trains should have rights, and now it seemed they did have. Actually this volume, a revision by Peter Josserand of a text published 43 years ago by the late Harry W. Forman, both of the Western Pacific Railroad, is a technical monograph for those professionally interested in the safe operation of trains. I am not operating trains, and do not plan to begin doing so, but for an hour or more, dipping into this book, learning a bit about signals, regulations and systems, I forgot all about the sad state of the world. And I found some morals suitable for general use, if translated: don't

throw torpedoes off at stations, even though this is a handy way to deliver a message; don't stay on the main line if you ought to go on a siding; don't start till you get the signal. These rules might be adapted for business—or even politics.

The horse and his collar

ST. LOUIS is a great and busy city but it no longer has a horse-collar factory. The last one went out of existence recently. The owner, like many persons having to do with horses, must have been an optimist, for he said he hadn't sold a horse collar since 1946. Of course, the fact that fewer horses now wear collars doesn't indicate that the horse is vanishing. (If a man stopped wearing collars would he vanish?) It means that fewer horses are now doing work that requires collars. No horse likes to be seen wearing a collar just to please some romantic individual who has failed to keep up with the times. Horses, as such, may not, of course, be as numerous as they used to be, but this need not bother any given horse. A given horse does not need to be numerous in order to enjoy life—there has to be one of him but not necessarily more. And if horses actually are diminishing in numbers they are improving in quality. I know this to be so because I keep hearing of associations devoted to improving the breed of horses. One way of telling how the movement is going is to see how fast horses can run. I am told there is quite a wide public interest in this.

In April you can kick

THERE is this to be said for April, in the climate in which I live, that if it snows, or there is a frost, or if the season is backward (instead of, as it should be, forward) you have a license to complain. This is not true of March, which you just have to grin and bear, because nobody has ever made any promise of good weather in March in or about lati-

tude 40 degrees 45 minutes north and longitude 72 degrees west. In April you can kick about the weather—and much good it will do you.

It always takes two

THE Metropolitan Life Insurance Company reports that the marriage rate in leap years doesn't go up. I am glad to have a belief of my own thus confirmed. It doesn't matter who does the proposing—it takes two persons to make a marriage in a leap year and the same number in an ordinary year.



Presidents on the air

IF EVERYTHING else were equal, the presidency this year might go to the major candidate who made the better appearance on television. (I'm not saying everything else *will* be equal.) This reflection led me to wonder how our early Presidents would have fared under television. I believe Washington would have profited, in spite of his formal ways. Neither John Adams nor his son, John Quincy, were what I should call telephotogenic. (If anybody wants this word he can have it, and see if I care.) James Madison would have won in a canter if he had stayed off the air and put his wife, Dolly, on. Andrew Jackson had a lively radio personality and I am sure he would have televised well. Grant wasn't what could be called a volatile man but he would have impressed the air-wave audience by the way he chewed his cigar and bit off his words. Theodore Roosevelt was a natural for radio and television. I shall stop here for about 50 years, returning to the subject when later Presidents have ceased to be controversial.

Why make life hard?

THAT man who lately invented a three-dimensional (or two-story) game of chess is, I suppose, following a trend. The trend is to make things as hard as you can for people; if old-fashioned chess has got to a point where somebody less than a genius can play it then it must be reformed so that only geniuses can deal with the situa-

Can you find
the railroad
in this picture?



WITH A GREAT ROAR the guided missile takes off and rips skyward at 3,500 miles an hour. In a few minutes the very gates of outer space are reached, for these giant rockets can climb more than 100 miles above the earth's surface!

But what in the world do these out-of-this-world weapons have to do with America's railroads?

To make the steel that goes into the missile takes tremendous quantities of such raw materials as iron ore and coal and limestone originating in various parts of the country. It also takes a vast, efficient railroad network to carry these vital materials to the steel mills — and to carry the finished steel to the missile manufacturer.

And the electronic circuits that are to launch, steer and explode the missile are brought to the manufacturer by the railroads. The manganese catalyst,

the hydrogen peroxide, the pyrotechnic flares, the liquid oxygen and alcohol — all needed to power the missile's supersonic flight — are also assembled by the railroads. Delivery of the finished missile? That, too, is a railroad job!

Indeed, almost all the thousands of things that are needed for American defense are carried by America's railroads. It takes railroads to do the tremendous and complex job of transportation that national defense demands. Bazookas and bayonets, planes and parachutes, rifles and range finders — the U.S. is getting what it needs to stay strong and free, and the railroads are playing an essential part in getting this gigantic job done!



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tion; if we have got used to bridge let us invent some new bidding conventions or whatever those things are that mystify a person so; if the Nose Dive on some mountain isn't steep and dangerous enough let's find us a real precipice for skiers to jump off, and then ice the precipice. I think this is going in the wrong direction. Games are difficult enough as they are. I know, because I almost always get beaten when I play them. They ought to be made easy enough for persons like me sometimes to win. How about a one-dimensional game of chess? How about a ski run with no slope at all, except the natural curvature of the earth? How about a swimming pool with no water in it at all, and of course no diving board, either? I suppose I shall be told to run along and play checkers. Well, I have a brother-in-law who beats me at that, two times out of two and a half. As I say, there's trouble enough in real life.

ever since he was five years old and he wasn't going to give it up for the sake of enjoying a few dollars. People say we're a material-minded nation. We're not, we're an adventurous nation. Take myself, for instance: if I had \$100,000, clear of taxation, I wouldn't think of it as money; I'd ask how far would it take me, by rail, steamer, air, automobile or on foot, and how long could I stay and when could I start. But my ancestors were that way, too. None of them ever had \$100,000 left, after all the traveling they did.



The centuries look down

AMERICAN archeologists, digging in ancient Athens, found among other things a monument whose pedestal had been used to display wooden tablets on which public notices were inscribed. Around the monument was a fence on which adults could lean while reading the notices—and maybe a rail on which they could rest their right foot, though the man didn't say that. The lower bars of the fence were close together, so that a child couldn't crawl through. All this had been in working order about 3,500 years ago, and it did seem to show that in all that time some basic human habits and instincts haven't changed at all. Adults still like to lean on fences—poor things, they do get so tired. And children still like to crawl through fences and will do so if not prevented.

The soap of yesteryear

IN THE spare bedroom were a washstand, a washbowl, a pitcher full of water (rainwater sometimes, for it was believed to be superior to all other fluids for washing) and a soap dish on which reposed a cake of translucent amber-colored soap. We youngsters were never allowed to touch the guest soap, though we could stoop and smell it. My wife, who remembers some of the same things I do, asked a soapmonger (and if that isn't the right word I'm sorry) the other day if he had any of that marvelous stuff in stock. He hadn't—it would cost too much, he said, and nobody would buy it. I trust no soap manufacturer, middle man, jobber or dealer will mis-

What one doesn't know—

I AM often appalled, when I read the help wanted ads, at the number of things I don't know and can't do. I can't write shorthand, I can't keep books (people are always borrowing them and neglecting to bring them back), I can't decorate lampshades, I can't tend bar and have had no experience in hotel work, I am not qualified as an X-ray operator or dental technician, I am not a machine designer or draftsman, I couldn't sell silver dollars at 99 cents apiece, I cannot play the harp. Yet somebody can be found who can do all these things, most of which are necessary if civilization is to endure. I am, I imagine, a typical citizen in a specialized age. We can each do something that many others can't, but there are skills forever beyond our powers. What if I can't run a steam locomotive? I can make an excellent fish chowder.

Adventure, not money

I LIKED the Missouri couple who received the \$100,000 legacy. The wife, 76, the designated legatee, said she wasn't going to "sit back and take it easy"; this, she thought, was "for the time when you get old." The husband, 82, added, "We can use the money but we don't especially need it." I also liked a Newark, N. J., bus driver, 24, who will come into \$90,000 next October. He said he'd keep his job but might go into the bus business in partnership with his present boss; he'd wanted to drive a bus



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understand me and write me an indignant letter; today's soap is good, it takes spots off the hands, it soothes the skin, it prevents disease, it prolongs life, it is inexpensive in view of what it does for us. But I had hoped to grow up and be a guest in an old-fashioned guest room and wash myself with that old-fashioned soap; I have now grown up and where am I?

On wearing peanuts

A BRITISH company is putting out a cloth made of peanut meal. Nobody should be surprised at this, except the silkworm, the boll weevil and the sheep tick. I think a peanut meal suit would be convenient in more ways than one; if the wearer got hungry he could salt it and eat it. For warmer weather a buttered popcorn suit might be developed. But I am not so sure this is all to the good. If we dress in what used to be foodstuffs we may have to eat what used to be textiles. Peanuts and popcorn may be all right but who wants to breakfast on wool with cream and sugar?

A tear for the Nizam

I WEEP for the Nizam of Hyderabad, who once ruled 16,000,000 people, was thought to be worth \$2,000,000,000 and didn't have to work. Now he has only \$60,000,000 and doesn't rule anybody. Heavy gold ingots used to be piled in the palace yard. They are there no longer—somebody put them in the bank or something. I am sorry for the Nizam but I am sorry also for the passing of mystery and romance. No more Nizams, no more gold ingots, except at Fort Knox, no more elephants and potentates—ah, deary me and ho hum, how dull the world becomes!

Pierce vs. Scott

A CENTURY ago this year Franklin Pierce ran against Winfield Scott for the presidency, and since both couldn't win it was Pierce who became President. Many of Scott's supporters feared for the safety of the republic, as will many of those on whatever is the losing side this year. But as I brace myself to read the political news with a calm, detached, non-jaundiced eye I am disposed to believe that history will repeat itself. I expect to find the republic still here, and making progress, a year from now. I wish I could check again 100 years from now.

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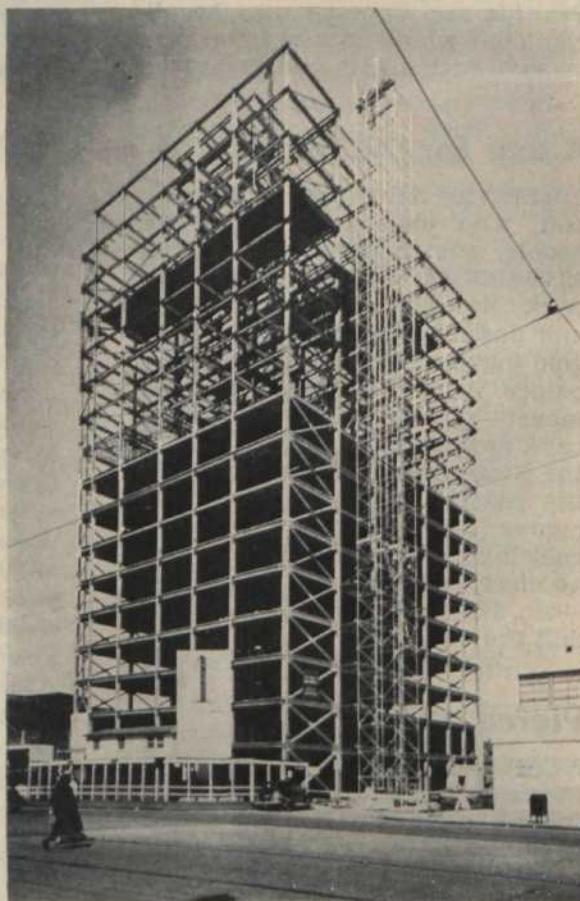
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The State of the Nation



Felix Morley

THAT WHICH is customary seldom seems curious. Probably this explains why Americans take for granted the extraordinarily complicated system we have developed to select candidates for elective office.

Even the nominating conventions for the national party leaders are still more than three months distant. Yet virtually every county is already witnessing involved and sometimes spiteful maneuvers to determine those for whom the electorate will vote in seven months' time. The tortuous procedure applies not only to presidential aspirants but also in some degree down to the least consequential local positions.

This ponderous and slow-moving political procedure is sharply at variance with the vaunted efficiency and speed of the American way in general. And because our clumsy electoral system is unparalleled in any other country it has received more analytical comment from foreign observers than from our own political writers.

Viscount Bryce, perhaps the most distinguished ambassador that Great Britain ever sent to Washington, devotes several chapters to the system of party nominations and primary elections in his classic study of "The American Commonwealth." While some of Bryce's comments are cutting, and others have lost validity by changes

during the 60 years since this book was last revised, the net of Bryce's judgment is favorable. He concludes that our method of selecting candidates, from dog-catcher to President, is "from bottom to top strictly representative." As such it has the virtues—and the vices—of democracy.

• • •

In the United States, says this keen but friendly British observer, "politics have turned largely upon the claims of rival personalities." A political party must "use every effort to find, not necessarily the best man, but the man who will best unite it. . . . We might have expected that in the more democratic country more would turn upon principles, less upon men. It is exactly the other way." And because interest is so sedulously focused on personalities, rather than on standards, in the United States "foul play is quite as likely, and violence more likely, to occur at party nominating meetings than in the actual elections where two opposing parties are confronted."

Today that last observation by Viscount Bryce seems overdrawn. But its kernel of truth explains why the July nominations paradoxically appear more important to many than the election that will follow in November. That is apparent not only among Republicans, for whom five successive defeats explain a certain acerbity in the selection of a candidate. Personal reactions are almost equally pronounced within the party in power. There are many Democrats who dislike Harry just



as vociferously as some Republicans like Ike.

This passion in politics undoubtedly contributes to the excitement and interest of the preconvention period. But it does not contribute either to party or to national solidarity. Although the selection of candidates involves enormous effort for many, and is emotionally exhausting for all, not a single problem now facing the American people will in any way be eased by the nomination

of this or that candidate at either of the Chicago conventions. To delude ourselves into thinking that national salvation really depends on the selection of party standard-bearers is tantamount to saying that the standard is less important than the man who carries it.

We are not suggesting that the party nominations are unimportant, even though more than once in our history they have gone, without disaster, to decidedly second-rate men. But precisely because the choice of party leader is vital to political health it should not be treated in the spirit of a gambler staking everything on the fall of the electoral dice. When George VI of England died, Americans were touched by the quiet heroism of this unassuming man, who filled with steadfast courage and humility a difficult and even tragic role which circumstance unexpectedly forced upon him. An American President wields far more actual power than a British sovereign. The greater the power of an office, the greater should be the modesty and dignity of those who aspire to it.

Yet it is all but impossible for a presidential candidate to show humility, under the glare of the publicity that he both seeks and stimulates. If he is reticent he is accused of being uncertain and negative. If he is aggressive he is condemned for being cocky and arrogant. Under no circumstances can the aspirant hope to please those who are devotees of one or another of his rivals. They will distort everything he says, yet from the nature of the case he must go on talking.

The trouble, as Lord Bryce said, is that we overpersonalize our politics—a curious trait for a people who claim to believe that any man is theoretically competent to move from log cabin to White House.

The extent to which personalities have come to dominate American politics is currently illustrated by the rancorous disagreement between supporters of the two leading Republican aspir-

ants—Senator Taft and General Eisenhower. This partisanship within a party is not softened by the courtesy and consideration that these two leaders are personally showing to each other.

By many Taft supporters General Eisenhower is denounced for something vaguely called “me-tooism.” The phrase suggests that the general would underwrite and support certain policies and activities of the present administration and further suggests that such an attitude is somehow shameful. But on all the fundamentals of our Government, such as the desirability of free speech or trial by jury, all Americans regardless of party affiliation are expected to say “me too.”

Equally fuzzy and equally dangerous is the contrary accusation that Senator Taft is an “isolationist,” meaning something highly reprehensible that nobody even attempts to define. As the phrase is sometimes used, one might almost conclude that anybody who supports the Constitution, and wants America to avoid perpetual war, is therefore “isolationist.” The expression is as much invective on the one hand as is the charge of “me-tooism” on the other.

As the heat of an election year develops it is well to remember that good politics and good citizenship are not identical. The objective of our overorganized politics is to select and elect particular candidates, a process which unfortunately makes it seem desirable to discredit the competition. The objective of citizenship, however, is to uphold the principles that made this country great. The good citizen will take trouble to support the candidate who has demonstrated in competition that he both understands and supports American principles. It is not sufficient that the aspirant's lieutenants are facile in damning the opposition, either within or without the party.

Few of us are deceived by advertising that seeks primarily to discredit competitive products. Good citizenship demands as much discrimination in the field of politics. The better candidates, like the better wares offered to shoppers, are those with intrinsic and recognizable merit.

Frederick Scott Oliver, a brilliant English political essayist who died 20 years ago, once remarked that: “It does not make for good government any more than for domestic happiness to live in an atmosphere of emotional exaltation.” Our political system lends itself to outpourings of such emotionalism, both prior to and after the nominating conventions, during the protracted course of every presidential campaign. The more need, therefore, for balanced judgment in the great army of nonpolitical voters, who this year even more than normally should remember that the always easy condemnation of a rival is no proof whatsoever of one's own integrity.”

—FELIX MORLEY



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Washington Scenes



Edward T. Folliard

THE scaffolding has come down from the White House, and the old mansion is again one of the great sights of Washington.

It is no secret that the Trumans have been eager to move back in. They have not liked Blair House, across the street on Pennsylvania Avenue, which has been their abode since late in 1948. For one thing it is too small. It wouldn't be for the President and the First Lady, who used to live here in a five-room apartment; but in addition to them, Blair House has had to shelter Secret Service agents, ushers, butlers and others who make up the official household staff. Another unpleasant thing about Blair House, of course, has been the memory of what happened there in 1950—the attempt to assassinate the Chief Executive.

The White House, which was burned by British troops in 1814 and condemned as unsafe in 1948, has been so thoroughly rebuilt by Contractor John McShain that it is expected to last another hundred years or more.

Looking at the stately old house, bright in its setting of trees and burgeoning lawns, one finds himself musing on both the past and the future. It is easier to grasp history when one thinks of the men who helped to make it. And of those men who have guided the Republic from infancy to its present position of greatness, all save George Washington have lived in this lovely place.

Inevitably, the onlooker finds himself pondering the question of the hour: Who will occupy the White House after Inauguration Day, 1953?



Visit Capitol Hill, and you find that this question is having a perceptible effect on legislation. Among the senators and representatives, there is a disposition to mark time—to act only when it would be dangerous not to act, and to duck or put off decisions that are politically hazardous.

There is another consideration behind this desire to stall. It is the possibility—probability, the Republicans like to say—that the Government may change hands as a result of the election. Why not, it is argued, wait until the people are heard from in November?

This attitude in Congress gives the impression that Washington has fallen into a springtime lethargy. But, of course, this is an illusion.

Government, like any institution, is a living thing; its machinery continues to whirl, election or no election. Plate printers at the Bureau of Engraving and Printing go about their job of turning out our currency, \$37,000,000 worth daily; scientists in the Department of Agriculture pursue their efforts to improve livestock and crops, that all of us may eat better; mediators of the Department of Labor hurry here and there to try to settle strikes or head them off; the Passport Division of the State Department gets ready for a rush of travelers, many of whom this year will be flying the Atlantic at the airlines' new bargain rate.

Then there is the Federal Reserve Board, going quietly about its business, which is to guard the value of the dollar. Into its handsome building on Constitution Avenue flow the reports that go to make up the industrial index, and also the reports on department store sales that indicate the volume of retail trade. The importance of what goes on there was emphasized recently when the Board refused to be bound by the Treasury's "easy-money" bias, a development that has had a profound effect on bank credit and could influence the price structure.

Our armed forces are, of course, non-partisan, and so one finds little talk of politics at the Pentagon, across the river in Virginia. This is so despite the fact that Generals MacArthur and Eisenhower have given the 1952 campaign a strong military flavor.

Robert A. Lovett, the Secretary of Defense, is above politics. He is one of those Wall Street men whom the Republican elder statesman, Henry L. Stimson, brought to Washington in 1940 to help the New Dealers prepare America for World War II. Lovett calls himself a "Mugwump," or independent. It is conceivable that he will be asked to stay on if the Republicans take over the Government.

Some day we may look back on 1952 and conclude that the really important event was not the presidential election at all, but some development wholly unrelated to politics. This might be the year, for example, that will see the perfection of the baby, or tactical A-bomb. This weapon, to





judge from the guarded talk one hears, may take the place of conventional artillery, add great strength to the defense, and otherwise revolutionize warfare. Also, it may go far in reducing the present gigantic cost of preparedness.

Great events—the kind that historians later on call “turning points”—are not always seen as such in the beginning; at least, not by all of us. The North Atlantic

Treaty is a case in point. I was an observer at the signing of this treaty on April 4, 1949. What struck me about the ceremony was the atmosphere—the sharp contrast between it and the atmosphere at the Washington Limitation of Arms Conference of 1921.

In that earlier conference, back in the Harding Administration, the statesmen said that the world had entered into a “new era,” thanks to the decision to scrap some arms and to limit others.

The 12 statesmen who gathered here three years ago to sign the Atlantic Treaty had a far different purpose in mind. They were bent on pooling their arms and forming the greatest peacetime alliance in history. They had been led to do this by Russia's pugnacious attitude and by her practice of yelling “No” in the United Nations. There was nothing starry-eyed about these statesmen from Britain, France, Norway, Italy and other countries of the free world. Their speeches were brief, their claims modest.

The Marine Band, which was on hand to give the ceremony a lift, played a number of popular pieces, including the Gershwin song, “I Got Plenty of Nothing.” Some of the more cynical observers thought this was a pretty good commentary on the whole business. In truth, there was not much strength behind the new pact.

James (Scotty) Reston, the well-posted diplomatic correspondent of the *New York Times*, pointed out recently that neither the State Department nor the United States Senate really foresaw in April, 1949, what was going to happen to the Atlantic Treaty.

“They did not foresee the creation of a joint command in time of peace,” Reston said. “They did not expect that United States troops would be sent to Europe to help form a peacetime barrier. They did not anticipate the long and bitter argument . . . over bringing a truncated Germany into the defense of Western Europe and into association with the North Atlantic Treaty.”

What the statesmen had in mind, Reston said, was a simple idea which, they believed, would

have headed off war in 1914 and in 1939 if it had been put into a treaty. This was a promise by all the signatories to come to the aid of one of them which might be attacked.

Two things—Russia's explosion of an atomic bomb in September, 1949, and the outbreak of a Russian-inspired war in Korea in June, 1950—were responsible for what has happened since: The rearmament program; the assignment of Eisenhower, at Europe's request, to be supreme commander of the North Atlantic Treaty forces; the inclusion of Greece and Turkey in NATO, and the recent decision at Lisbon to bring Western Germany into the big alliance.

An ironic circumstance in connection with the North Atlantic Treaty is that it traces back to the Republican-dominated Eightieth Congress—the same one which President Truman assailed in 1948 as a “do-nothing, good-for-nothing Congress.” The late Sen. Arthur Vandenberg, Michigan Republican, introduced the resolution that paved the way for the treaty. It was adopted just before the national conventions in Philadelphia.

In the tumult of the presidential campaign that year, the Vandenberg resolution, for all its importance, attracted very little attention. That is the way history sometimes unfolds.

To go back to the baby A-bomb, this could have an important bearing on the cost of our military establishment and the question of how long the American economy can stand the burden.

The junior A-bomb, designed for tactical use, is expected to help reduce the cost of defense from the present figure of more than \$50,000,000,000 to something like \$35,000,000,000 a year, or ten per cent of the gross national product.

Just how this would come about is something that can't be explained in any detail, and for a good reason: The baby A-bomb still is very hush-hush. All we know about it is that some highly important tests have taken place out in the Nevada desert. Some 5,000 troops were employed.

Presumably, the new bomb or warhead would be carried to the enemy by plane or rocket, and would play havoc with his massed troops.

Atomic explosives—plutonium and uranium 235—are enormously expensive. However, they produce far more destruction than conventional explosives for each dollar of cost.

The biggest saving, according to those who ought to know, would come through a reduction of manpower. Sen. Brien McMahon of Connecticut, chairman of the Joint Atomic Energy Committee, says that an “atomic army” could get along with fewer riflemen, and also with fewer mortars, fewer flame throwers, and fewer of a good many other things that now make our defense forces the most expensive in the world.

—EDWARD T. FOLLIARD



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TWO CAN PLAY AT SABOTAGE

By ANTHONY H. LEVIERO

FOR SECURITY reasons the details can't be given, but here's how we are currently matching the Russians in their dirty work

OBVIOUSLY, he was in a spot. The German Communist secret police and the Russian NKVD expected the professor to continue in their service. At the same time the American underground was determined to get him.

If a student showed the slightest resistance to the Soviet line, the professor would inform the German Communist secret police, seeking to make his own position firmer. This could mean the end of the student's college education or worse. Some of the students, for example, tossed stink bombs and spoiled a celebration for puppet President Wilhelm Pieck last year. For this and other anti-Communist actions 53 students were arrested and about nine sent to prison for 25 years.

Jena, the famous old German university town, is some distance behind the Iron Curtain, but not beyond the reach of the underground. That's where the professor turned traitor.

Some of the students were members of the underground. If their spirit was to be kept alive the professor had to be eliminated. This was done, perhaps not spectacularly, but cleverly. The underground contrived to have the Communists dispose of their own stooge.

German agents of the underground got details of the professor's stool pigeon activities and RIAS (the famous "Radio In the American Sector") broadcast them. A few Americans from the Voice of America staff control this State Department station, but its personnel is all German.

Exposed, and fearful of what might happen to him, the professor risked the long trip to RIAS, even though the Russians regard a visit to the station as a crime. On the other hand a denunciation by RIAS to hundreds of thousands of Russian-hating Germans of the Soviet zone is just about as bad as being turned over to the secret police.

The professor hoped to throw off suspicion by pleading innocent in person. The underground was ready for him. He was led into a room and, spread before him on a table, was documentary evidence of his activities. He quailed, then broke down and begged for mercy. A hidden tape recorder got everything he said. But when the professor got back to Jena, running true to form, he denied everything he had admitted in Berlin.

Then RIAS demanded in a broadcast that the professor return to West Berlin within 24 hours or else.

... It was an impossible ultimatum and when the professor failed to appear the tape-recorded confession was put on the air. Here was proof of his sneak visit to Berlin.

Compromised, hated by his fellow Germans, and now useless to his Communist bosses, the professor vanished. He was just one more to feel the power of the underground freedom fighters behind the Iron Curtain.

This incident is an example of the milder sort of counter-terror that Americans and their allies are inciting in the Soviet empire. It is significant, for it means that the Russians finally have lost their years of monopoly of spying, sabotage, revolutionary agitation and subversion.

No government official will admit it, but we are training men to be spies, saboteurs, specialists in the tougher forms of psychological warfare. They are being taught to slip into the Russian fabric on their own to do some unraveling. They learn to blow up bridges, railroad trains and war plants, are taught to use all types of weapons, both U. S. and foreign. They become expert map readers. They learn secret methods of communication so they can get back word of what they learn. They merge into hostile

populations and spread disquieting rumors, help to frame up Russian stooges so that their own superiors will lose confidence in them. They locate and help local resistance leaders.

One of our men can, for another example, walk up to a key building in a hostile country and stick some gooey plastic material on a wall — picking an inconspicuous place. What looks to be a harmless pencil is then stuck into the plastic, after which the agent walks away. In a few hours, or, if he wishes, in a few days, the building will blow up. That sort of thing was done to the Nazis and Japs in World War II.

The plastic material is, of course, an explosive and the "pencil" a detonator. The explosive comes in all colors so it can blend with the background wherever it is used. If the agent wants additional time to get away from a sabotage job, he can arrange to have a plane fly over the spot, say, in three weeks, to detonate the "pencil" electronically. That, too, has been done.

One time an agent used a dead rat to blast an enemy installation. The rat was tossed in an out-of-the-way corner where rats, dead or alive, were nothing unusual. The pelt of this particular rat, however, was filled with plastic explosive and the pencil detonator was in its tail.

If one of our saboteurs merely wants to burn up a place, he has available an incendiary material that also comes in pastel colors — one color will start a roaring fire in ten minutes, another in an hour, a third in four hours and so on. The agent selects the one to suit his convenience.

Another of our wartime agents spent a few days practicing how to hold pebbles between his fingers and the folds of his palms. Eight pebbles held simultaneously was his goal. He mastered the trick, then turned up in a liberated area in Italy as a U. S. mess officer and headquarters commandant.

His big moment came during a party he gave in an Italian general's office for eight men who

operated and guarded the place. As the gay evening wore on, and the American continued to serve drinks, he found an opportunity to drop knockout pills in the glasses. Next morning at breakfast everybody bragged about their big night and their big heads. But the agent of the Office of Strategic Services had what he wanted — while the Italians were dead to the world he had photographed enough documents to prove the Italian general was a German spy.

A former American secret agent, now a businessman abroad, outraged by the widespread infiltration of Soviet agents, recently wrote to a former underground official and suggested a revival of our "accident squads."

These squads were set up to take care of troublesome enemy agents in places where direct action was inconvenient. A wheel might roll off the car of a troublesome spy, or he might meet sudden death in some other accidental way. It was not unheard of for the officials who arranged one of these "accidents" to appear as mourners at the victim's funeral.

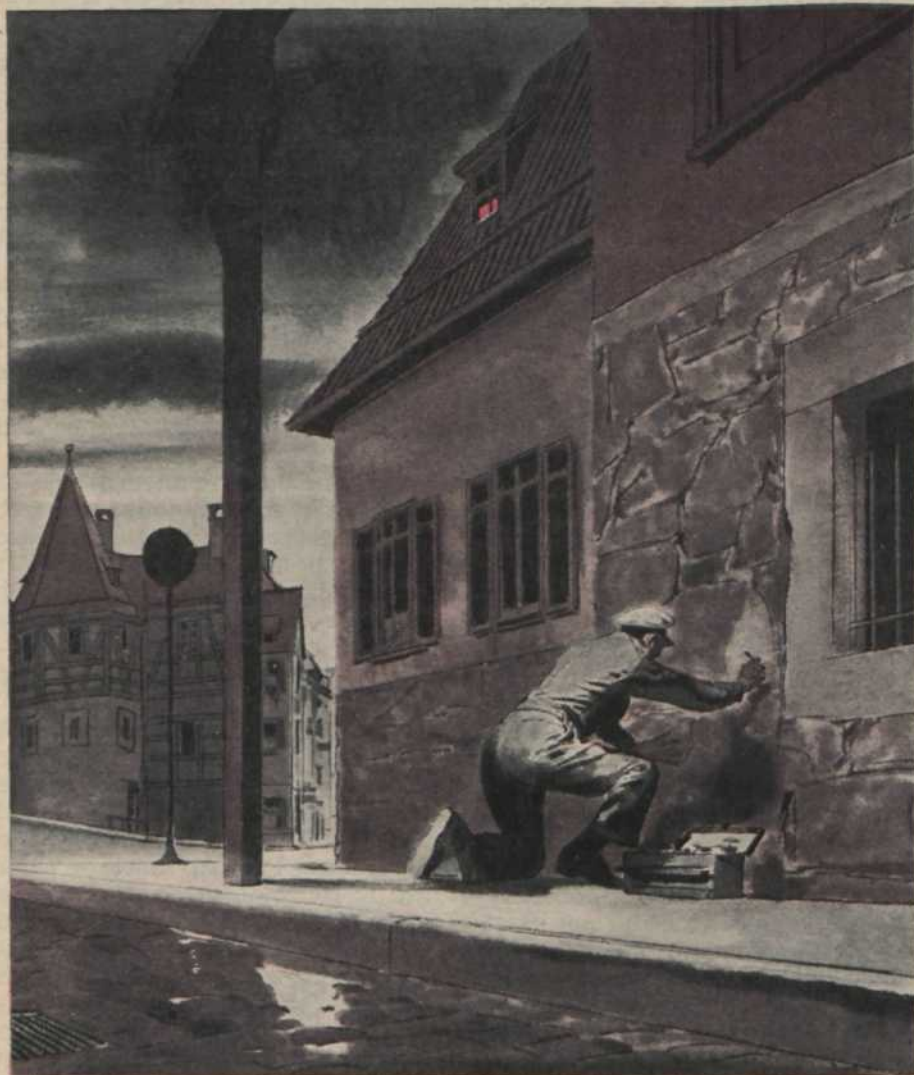
It would be neither wise nor patriotic, however, to disclose in detail how we are currently matching the Russians in their dirty work. Suffice it to say that we are in business.

The Central Intelligence Agency (C.I.A.), postwar successor of the Office of Strategic Services, is active in this undercover retaliation work. So are elements of the Army. Agencies of the State Department also are playing a part. Other government agencies are called in as their particular services are needed.

Our main force for secret intelligence is the C.I.A., headed by Gen. Walter Bedell (Beetle) Smith, General Eisenhower's Chief of Staff in World War II. General Smith also served for a time as a postwar ambassador to Moscow. The C.I.A. does the high-level, methodical analyses of intelligence data and enemy intentions, as well as cloak-and-dagger work on a global basis. How much is spent in carrying out its critical missions few people know. Not even Congress knows exactly because the appropriation for the C.I.A. is hidden away among funds of several government departments.

Much was learned about underground warfare and secret intelligence in World War II, and many of the veterans that helped to lick the Nazis and Japs are still active today.

Another sample of our World War



We're training men in the arts of spying and sabotage

II work, and the likes of which may be revived again, came after the Germans had occupied France. The Vichy government made a deal with Hitler's government to swap a big shipment of food and gasoline in North Africa for a large number of French prisoners.

An American agent learned of the deal. He needed no instructions. He simply reported the facts in less than 100 words, said he would take care of the trainload of food and gasoline and named the place. The shipment was destroyed.

Underground warfare knows no particular rules, so a tough and imaginative man can sometimes do a great deal with little. A big, tough Texan, aided by 11 other men, raised havoc behind the Jap lines in Burma.

This handful of Americans succeeded in establishing 30 hidden stations operated by three-man teams—a radio man, a demolitions man and an organizer. These men organized 5,000 guerrillas who raided airfields, killed hundreds of Japs and caused substantial numbers of other enemy troops to be diverted from regular fighting fronts.

A favorite guerrilla trick was to ambush large Jap patrols on jungle trails. The Japs would rush to cover on either side of the path and crash into camouflaged pits, impaling themselves on bamboo spikes.

Big-time sabotage and guerrilla fighting, however, is considered premature at this stage of the cold war, at least in Europe. It goes on in Korea, though. We are not likely to resort to such operations elsewhere unless Russia starts World War III.

At this stage the plan is to needle the Russians and their puppet stooges, to weaken their morale, confuse them, make them unsure of success in future aggressions. Premature uprisings or big-scale sabotage would only result in getting the leaders of fifth-column movements captured or eliminated. The idea is to encourage and help these leaders but to keep them underground until it might become necessary to operate more actively and widely behind enemy lines.

The aim, then, is to lay the groundwork for the possible Russian D-Day. In the meantime we are not passing up the chance to get in a hard blow when circumstances demand it.

The year 1948 was crucial in the efforts of the Communists to shove Italy behind the Iron Curtain. It looked as if they would succeed by winning the national elections that year. The danger was recognized



Many brave and embittered Germans are working with us

and American agents went underground, along with anti-Communist Italians. They engaged in certain important operations, competing with the Communists as ruthlessly as the situation required, and thus played a decisive role in keeping Italy free. That hidden battle was a landmark of the high tide of Communism in Western Europe, a tide that has been receding ever since.

The battle still goes on in Italy. In the industrial city of Turin the Communist Party, like the parties in other countries, has been promoting Moscow's phony Stockholm peace crusade. Party headquarters received big bundles of the usual pamphlets that are used in the drive to persuade gullible people to sign peace petitions.

The bundles were properly marked with Communist stickers, "*Per Un Pace Stabile*," which means "For A Stable Peace," and with the peace dove symbol that Russia has been misusing. The pamphlets were distributed by the thousands before the Communists woke up.

The underground had substituted for the Russian propaganda a cleverly designed pamphlet which told the full story of the peace treaties and nonaggression agreements that Russia has signed and violated over the years—the story of countries like Poland and Czechoslovakia that were seduced by puppetized traitors.

This trick demoralized the Turin Communists. It showed that they

(Continued on page 68)



MOBILIZATION CHART

THE PRESIDENT

NABMP

ESA

ODM

OPS

WSB

SDPA

DPA

ODM
MANPOWER ASSISTANT

INTERAGENCY
MANPOWER
COMMITTEE

LABOR-
MANAGEMENT
MANPOWER
COMMITTEE

LABOR

INTERIOR

PAD

DSFA

COMMERCE

NPA

WE all know what federal controls have done to business. Here's what they have done to the mobilization effort. At least one top official has found himself waiting for his own directives before he could act

DMEA

DEPA

Controls Confuse Washington, Too

By SAM STAVISKY

BACK in 1947, Congress set up the National Security Resources Board to prepare the blueprints for action in the event of a third world war. But when fighting broke out in Korea, and Uncle Sam found himself in the middle, the NSRB planners were caught with their plans down. They had—even as the military—geared their thinking in terms of global war and total mobilization. Nobody wearing a big governmental hat, brass or mufti, had considered the possibility of a bitter local military campaign and only partial mobilization for a long-term cold war.

Thus, in an atmosphere of confusion, our so-called mobilization program had to be redrafted. Now, nearly two years after the outbreak of fighting in Korea, there still appears to be considerable confusion.

However, this state of continuing confusion is no accident; it rises out of the simmering mulligan of Administration contrivances cooked up to appease the conflicting appetites or sensibilities of officials, politicians, and pressure groups.

No sooner were we embroiled in Korea than the White House advisers besieged the President with two opposite courses of action. One school called for a separate mobilization setup, with new agencies staffed with fresh blood and enthusiasm.

A second group, fervently led by Secretary of Commerce Charles Sawyer, urged the President to avoid the cumbersome supergovernment structure of World War II and turn the mobilization program over to the regular executive departments.

"We have a mania for new agencies . . ." cried Sawyer. "The creation of a new agency to supplant a number of old ones results only in the new agency being added to the old ones."

Sawyer—whose astuteness is oft underrated in a capital whetted by flamboyant personalities—disinterred the remains of the World War II War Production Board, which Commerce had inherited, and rushed to the White House with a mobilization plan. It just so happened that Sawyer's plan would in effect make him boss of the program.

The President was impressed,

but to keep peace within his official family he divvied up the deal amongst them. Sawyer wound up with the biggest chunk of authority, inasmuch as he acquired control over the vital allocations of scarce metals.

As an afterthought, Mr. Truman called to the fore his personal Mr. Fixit, affable, indefatigable W. Stuart Symington, then NSRB chairman. The President made Symington "Mobilization Coordinator," and with the title went the right to stick out his neck and attempt to mollify any two mobilization chieftains who got their hackles up. None of the mobilization bosses minded Symington, so long as he left them alone, but a few sensitive individuals high up in the Administration were miffed at the splurge of stories hailing Symington as the "Mobilization Czar." There were some folks around the White House who predicted that Symington was flying too high.

The rug was pulled out from under him in December, 1950, when—with the Chinese Reds pouring into Korea—the President decided the time had come to place the mobilization effort under one strong right arm.

Long before Korea, Mr. Truman had picked Charles E. Wilson of General Electric to be his mobilization director in the event of a full-dress defense or war effort. The two men got to know and like one another during World War II, when Mr. Truman was chairman of the Senate War Investigating Committee and Wilson was vice chairman of the War Production Board. When one day the President phoned and said, "Charlie, the time has come," Wilson quit GE and set up shop in Washington as head of the Office of Defense Mobilization.

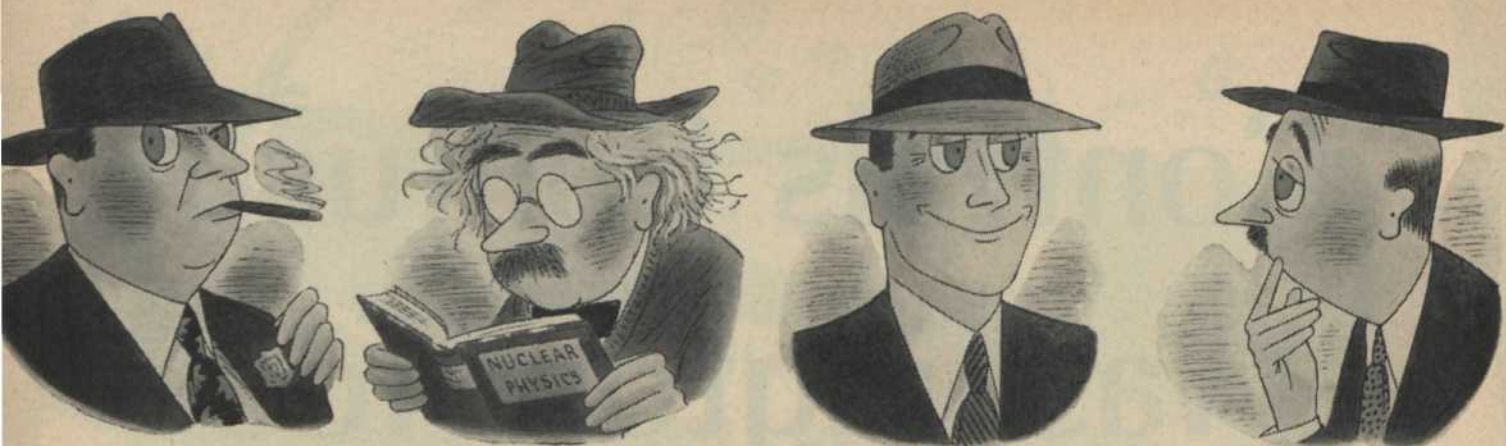
Wilson asked for, and got, more power than any "assistant president" in American history. He was empowered to "direct and control" production, procurement, stabilization, manpower, and transportation.

His first act was to pull all the snarled reins on industrial production into the hands of a single driver, the Defense Production Administration. Most of the reins

(Continued on page 88)

Manly Fleischmann was divided up in a compromise measure





You're Talking Through

A GROUP on a guided tour of the NBC-TV studios in New York recently witnessed an unscheduled sight. As they proceeded along a hushed corridor, doors on all sides burst open and out of each dashed an executive who joined with others in rushing down the hall. To make it all more curious, in his hand each big shot carried a hat.

Plainly such action spelled crisis, and crisis it was! In the studio on which all converged, actor Lloyd Nolan was running through a final rehearsal of the TV serial "Martin Kane, Private Eye." Nolan is one of the several million American males who rarely wears a hat. Yet, as every entertainment-minded person knows, a private-eye like Martin Kane must wear a snap-brim fedora, pulled over one eye in a way to denote menace and a heart of gold.

Since he was following William Gargan in the role, Nolan had merely said, "Get me a hat like Bill's." But Gargan's broad face looks best in a low-crown, wide-brim hat. The slender-faced Nolan needs a tapered crown, narrow brim. In the Gargan-type hat, he looked less likely to intimidate criminals than reduce them to mirth. He might have been wearing an umbrella.

Summoned to cope with this—and to bring their own hats for Nolan to try on—NBC executives got a vivid lesson in what some men have known all along:

Your hat tells things about you.

By changing hats you can make yourself look (or not look) clean-

cut, athletic, sociable, or confident. If you wish to look distinguished, a distinguished-looking hat, worn correctly, can do it. If your profession requires one kind of hat, and you wear another, it may even do harm.

"If the banker walks down the main street in a green alpine number, he loses depositors," hat men tell you, with conviction.

It's odd, but just about the only thing a hat won't tell is your financial status. For reasons the hat industry is unable to fathom, men who make \$4,000 to \$5,000 a year buy the best ones. In this group the average annual hat purchase is \$6.61. From there on, the average is only \$5.36.

Another reason why hats are misleading indications of wealth is that some men earning handsome salaries won't wear one until it is thoroughly beaten up. Paying plenty for a new one, they sneak it home, douse it in water, pound it, pull it into odd shapes, rub it in dirt. Finally, when the hat has reached a state of high disreputability, it is triumphantly clapped on the head.

If you do this—and there are enough to warrant space—try on for size some of the things psychologists think motivate you as a banged-up hat wearer.

It may be that you subconsciously yearn to cut a fine figure by wearing an especially fine-looking hat. But for some reason you lack the nerve, perhaps because you feel it may make you conspicuous. So, to punish yourself

as much as anything, you swing to the other extreme.

Or, it may be inverted snobbery, an I'm-so-good-I-can-get-away-with-anything attitude. Or perhaps it's a desire to be valued by the world.

"Look," you think your hat says, "I can afford a good hat but I wear a beat-up job like this. Shows what a regular guy I am."

Experts say protective instincts are behind what your hat tells about you. For hats, worn by men since time began, originally were donned for protection against weather and attack. But males being male, even then, the hats shortly were adorned with twigs and feathers, and tilted at fetching angles.

Thinkers who have studied apparel through the ages scoff at the idea that if, like President Truman, you like a wide-brim, modified-western hat (which, incidentally, looks best on portly men), it is because you consider yourself something of a wide-open-spaces type. Or if, like Anthony Eden and Dean Acheson, you sport a dignified homburg, it is because you like to deal with the world precisely, like a diplomat.

"Superficial thinking, shallow stuff," psychiatrists snort, when faced with such reasoning. "We probe much deeper." After which they haul out histories of costume, through which the ups and downs of hats run like a seismograph. These ups and downs, experts say, show that how we wear hats today could stem from the way some an-



Your Hat!

By ALLEN CHURCHILL

cestor wore the visor of his suit of shining armor.

This bit of deduction is based on a premise that should comfort the modern male. At a time when insecurity has supplanted the inferiority complex as the catch-all cause of all personality problems, it should be nice to learn that psychiatrists believe evolutions in male attire indicate our ancestors were far more insecure than we are today.

One conclusion to be drawn from this is that knights were not so bold. Indeed, they were the most insecure of men. At his point in history, a knight had to be constantly on guard to protect his knighthood and his life. He could trust no one. Consequently our ancestor never felt better than when ensconced in a heavy suit of armor, with the visor clamped down. It was the only real security he had.

But some knights were iron-nerved fellows who resented being locked in this way. Fearless, or eager to be taken as such, they kept the visor up, proving to the world they could look trouble straight in the eye.

Psychiatrists believe that a man who wears an up-brim hat (homburg, up-all-around fedora, western) is likely to be an I'm-not-afraid type, stemming from the knight who kept his visor up. He is more secure, doesn't need the reassuring feel of a hat brim protecting his eyes. And if, for some reason, such a man does wear a snap-down brim, he keeps pushing the hat

THOSE who know say you can tell a man by the lid he wears. But you can't tell how much dough he has



Psychiatrists have probed the ups and downs of headgear



When knights grew bolder,
they wore their visors up

back on his head. Or he pushes the brim back against the crown, like the lively, afraid-of-nothing reporter one sees in the movies.

This, of course, might prove that the majority of men still tend to be insecure, for most men wear snap-down brims. But if you are one, don't despair. It indicates only a mild type of insecurity, nothing like the knight who kept his visor down. It's even an insecurity that may add flavor to your personality, a zip that shows in the jaunty way you snap that brim.

Nonsense? Maybe so. But even if you distrust such highfalutin' theories, there are other less searching ones about what your hat tells.

Say you're a nine-to-five man, fellow who works behind a desk.

Nevertheless, you wear tweedy suits, and to top them off you wear one of those informal Tyrolean-type hats, with what looks like a shaving brush stuck in the band.

Wife, friends, fellow workers tell you such a hat isn't right for business, and you shouldn't wear it to the office. But you feel good in it, so you keep on.

What does it mean? Nothing serious, of course. Only a human protest against nine-to-five routine. For the Tyrolean hat, worn by generations of rugged mountain climbers (who stuck trophies of spectacular climbs in the bands), represents strenuous outdoor life. So does the western hat, modified ten-gallon though it is. The fellow who insists on wearing a western or Tyrolean, psychologists think, is subconsciously protesting his indoor existence. Wearing a hat that smacks of the out-of-doors makes him feel better.

Apply the same reasoning to another type—the middle-aged man who wears a youthful pork-pie. There's a ready answer for him, too. He had a swell time in college, or when he was a young man. Wearing a youthful-type hat recalls those days. It makes him feel young again—and who is to say that's bad!

Then there is the fellow who wears no hat. He's labeled as the I-don't-have-to-conform type. Likes to show he's free of conventionality. Still another type is the chap who will wear *any* hat. He goes into a store, buys a hat for size, and walks out with one resting

unbecomingly on both ears. How about him?

Experts say he's one of two kinds. Either an exalted thinker (like Einstein, who sometimes walks around Princeton wearing a boy's beanie) or the opposite, a man with no imagination. Whichever, a hat to him is a head cover, something to keep him warm or to wear because other men do. It has a practical function. No more.

Such men are few, however. The average hat wearer—and 50,000,000 hats are sold annually—realizes not only that he is wearing a hat, but that the hat is on him. Accordingly, he tries to wear it in a becoming way.

Doing this, he reveals himself further. If he visualizes himself as a formal type, he may wear a dress-type hat (homburg, banker's
(Continued on page 98)



A bareheaded man is labeled
as the nonconforming type



RICHARD TAYLOR

No cap, it turns out, is too gaudy for a good golfer, a good skeet shooter

Who's Who—and Why

By WILLIAM F. McDERMOTT

FOR years people have scrambled to get their names in a book that few buyers ever read completely. The attraction is the company they keep

A PROMINENT American on a trip through Algeria was taken with the luscious dates raised there. "Let's ship some home," he said to his wife. Entering a store, they found the Arab proprietor poring over a huge red-bound volume—a copy of "Who's Who in America."

"That book—over here!" chuckled the foreigner.

The native grinned. He knew English. "Sure, it's my story book," he said. "It tells me about famous people in a famous country." The visitor puffed up a bit.

"You'll find me in there," he added, giving his name. The storekeeper started looking. He found the sketch—and his eyes popped.

"Oui, oui, Monsieur!" the Arab tossed a little French into his English. "You must be a great man." He salaamed impressively. "What can I do for you?"

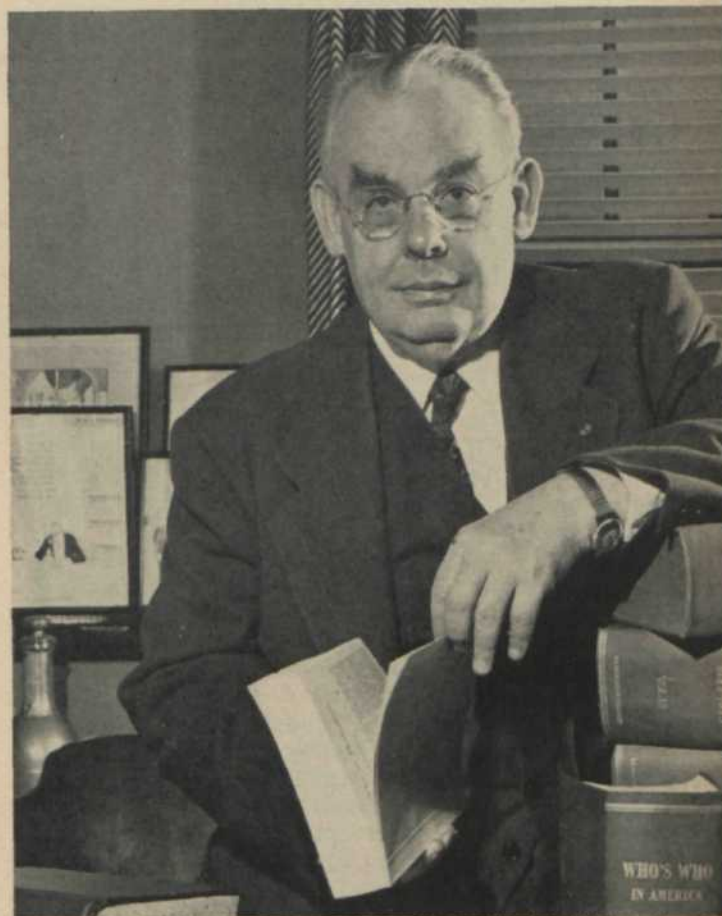
The American told his wants—and got his dates at half price, with shipment on the double-quick.

"Who's Who" both serves and intrigues people the world over. From Alaska to the Transvaal, and from Norway to Australia, you will find it in libraries, business houses, universities, boards of trade, military posts, newspaper offices and on board ships. To most Americans it is primarily a reference work about prominent individuals, but to dwellers abroad it is a treasure-trove of information, drama and inspiration.

Though it is found most everywhere, no one has ventured to translate it into another language—it takes real application to grasp the full import of its content in English. And if all abbreviations and symbols were spelled out and the information put into sentences, it would take a husky to handle the volumes. As it is, the ultracondensed "Who's Who" weighs more than seven pounds and contains 11 times as many words as the Bible. It has nearly 3,000 pages of biographical listings.

If you would like to break into this recording of leading personages, be meritoriously prominent. Not all our greatest people are in it, but most of those likely to be inquired about are. You may be noted and get in; but if notorious, you most certainly will stay out. Any biographee convicted of a crime is ousted from the next edition.

Three out of 10,000 people in the nation are listed; that ratio having held since the first issue. While population has increased, science and education



ARCHIE LIEBERMAN FROM BLACK STAR
Walter Sammons: Arbiter of the mighty

have advanced; a person's chance of attaining its pages stands pat at a trifle more than one in 3,000.

Subsidy, entreaty, pressure mean nothing. File your own application, if you will, with a listing of all your achievements and awards—one man sent in 7,000 words of self-description, with the promise of "more later"; or be more coy and have a "friend" drop it in the mail under his name; or mail in clippings anonymously and trust to luck. It doesn't matter. All will be dumped into the hopper, facts and assertions sifted, analyzed, checked. If you come through the processing biographically "alive," your sketch will be submitted to a clinic of experts in your field who will decide whether you merit a listing.

People have tried all sorts of shenanigans to get into the volume. One ambitious gent pinned \$100 to his application; both bounced back. A party offered to "donate" \$2,000 worth of stocks to any "cause" if his name appeared. He, too, was rejected.

On the other hand, you may land in the book whether you want to or not. Your achievements have been noted by "Who's Who" researchers or scouts. You modestly may (Continued on page 74)

COMPETENT management, not gadgets, makes our wheels go 'round — so say European experts who study us, conclude that

Productivity is an ATTITUDE

By PETER F. DRUCKER

DURING THE past few years the American business system has been examined, probed and dissected as no other economic system has ever been looked over.

Several thousand hand-picked experts: businessmen, technicians, educators, workers and union officials, coming from every country of Western Europe and from almost every industry, have been touring the U. S. since 1949 to find out for themselves what causes American productivity. Organized in some 200 "productivity teams," under the Marshall Plan—and financed mostly by the funds the European governments themselves provide as their share—they have looked at foundries, textile mills, business schools, breweries, printing companies and labor unions. And most of them have stayed long enough—some as long as nine months—to get more than a tourist's view.

Officially the program goes by the name of "Technical Assistance"; and the purpose is to find American techniques for European use. The bias toward techniques is further emphasized by the selection of the teams who normally come either from one

industry, locomotive building for instance, or from one technical specialty such as cost accounting or industrial engineering. No wonder then, that the teams arrive here expecting to find the cause of American productivity in techniques and processes, if not in gadgets. Yet, I know of no team that did not speedily discover for itself that techniques are not the really important thing, and are certainly not the real cause of our productivity.

"Productivity is an attitude of mind," the report of the team from the British letterpress printing industry summed it up; and in one way or another every team has said the same. Attitude, social organization and moral value, those, the experts from the other side report, underlie and explain America's industrial achievement.

Even in such a seemingly "technical" area as the use of machinery the visitors see the main cause for America's lead in attitudes rather than in the abundance of capital, the lack of wartime destruction, etc. A British team investigating the making of brushes, for instance, remarks that machinery, including automatic, is being used successfully in



the United States "in operations normally regarded in British practice as unsuitable for mechanization."

This difference in attitude the team credits with the major share of the enormous difference in productivity: there are only one third more production workers in the American brush industry than there are in the British: 15,500 against 12,000 men; yet the American industry turns out almost four times as many brushes. And the American brush industry is not one of those mass-production industries organized in giant plants, which to most Europeans stand for "American productivity," but a small industry composed of small units producing a tremendous variety of products—in brief exactly the type of industry in which most Europeans (and many Americans) are wont to attribute superiority to Europe.

Five things, in particular, impress our visitors as being fundamental, and at the same time as presenting the greatest contrast to Europe:

1. *The discovery of management.*

"The United States has made a major discovery—that it is management that makes the wheels go round," a successful French manufacturer summed up to me the main impressions of his team. "We are still largely organized on the belief that all a business needs is a supply of capital after which it will run itself. In your country the basic decisions are made by men who know the business from the ground up, who consider it their main interest in life, and who got their job because of their competence. With us it is still largely the absentee-owner—a family group or a banker—who really decides; the people who run the business are rarely much more than technicians or badly paid chief clerks. As a result business attracts the best minds in your country, and that, more than anything else, explains how you got where you are today."

Every report stresses this central importance of a management, responsible for the success of the business, familiar with it and chosen for competence. But the most glowing tribute to management and to its importance came from a group of British labor leaders:

"We are convinced that it is efficient management who set the pace of productivity in American industry. . . . American trades union officials can rely on management to be sufficiently progressive." Every trade unionist on the teams comments with awe on the confidence in management's competence, fairness and integrity that he finds among American workers and trade union leaders—a com-



SINCE 1949 several thousand Western European businessmen, technicians, educators, workers and union officials have examined our economic system and industrial techniques. One of the major points they discovered was that efficient leadership sets the pace of production in the United States

ment that strikes many American management men of my acquaintance as amusing were it not for the lurid light it casts on labor's attitude on the other side.

2. *Productivity as a social principle.*

Every team believes that its own country must raise productivity to survive. Yet most of the visitors, whether labor or management men, still tend to look upon increased productivity as primarily a way to increase individual business profits.

But our visitors find that we look upon profits not as the rationale of increased productivity but as the reward for the social benefits it brings with it: higher wages, cheaper prices and more goods for the consumer. They report that managements, and successful managements, of profitable companies, hardly mention "profits" when they discuss productivity but stress the duty of business to increase productivity even if no immediate increase in profits results.

The visitors also find—to their amazement—that American industry does not only talk this way but acts it too. They find it taken for granted in labor negotiations that an increase in productivity justifies a corresponding increase in wages. They find in companies, large and small, that management salaries and bonuses take into account performance, efficiency and productivity rather than profit figures alone. They find elaborate attempts, such as the suggestion system they mention over and over again, to reward individual workers for contributions to productive efficiency.

It is to this concept of productivity that our visitors attribute the basic American attitude toward

market that constitutes the real difference; after all France, Italy, Germany and England each offers a larger market than that actually covered by the majority of American businesses with their concentration on one region or area. It is in depth that the American market differs basically from European concepts and business practice—a qualitative rather than a quantitative difference.

One example—and it is given again and again by visitors—is the structure of the American automobile market in which last year's car will compete directly with a new model. Another one equally apparent to them is the television market. But what struck one team the most was a comparison between the Sears Roebuck catalog and that of an expensive Fifth Avenue sporting goods store, a store definitely in the luxury class.

They found that practically every kind of merchandise offered by the Fifth Avenue store also was to be found in the Sears catalog. "That the American is rich beyond our wildest dreams, we know in Europe," they said; "but that 'wealth' here is not just an economic term but a social one, that it means that there are the same things for the rich and for the poor, this none of us understood—and it is much more important."

Closely connected with the concept of the mass market is our attitude toward the capacity of the market. "We put our stress on the actually existing market which we tend to take for granted. You look for the potential market," is one way some of the teams put it: Or: "We consider it our job to fill existing demands, you in the United States go out to create demands."

Basically the European businessman's concept is that of a given, static market. Hence a new product is seen as cutting into the markets of all the existing products; competition as taking away sales. Our concept—or so our visitors report—is that the market is indefinitely expandable. New products create their own, new demand; competition broadens the market for all.

It is to this that our visitors attribute, for instance, our emphasis on research: technical, market, product, the pricing policy of our progressive companies who often price a new product according to its expected eventual market rather than according to present cost or immediate sales, or the willingness to develop a new product first and to worry about its market later. All of these our visitors consider significant factors in America's high level of productivity.

4. *Productivity based on diversity and experimentation.*

Practically every team starts its tour by asking: "What is the standard American cost-accounting system?" "Does the typical labor contract give the union a voice in the setting of production standards?" "What is the typical American pricing policy?" "What is the foreman training program?" etc. When told that there is no such thing as "the American policy" they are incredulous.

It is not only that they are steeped in the prevailing European myth of American uniformity. In their own country or their own industry such things are usually uniform, set by government, by an industry-wide labor contract, a nationwide labor law, compulsory nationwide arbitration, or by trade association or cartel. In fact, most of the teams cannot, at first, imagine that important practices and policies could be anything but uniform.

But most of the teams eventually come to the conclusion that our diversity (Continued on page 66)



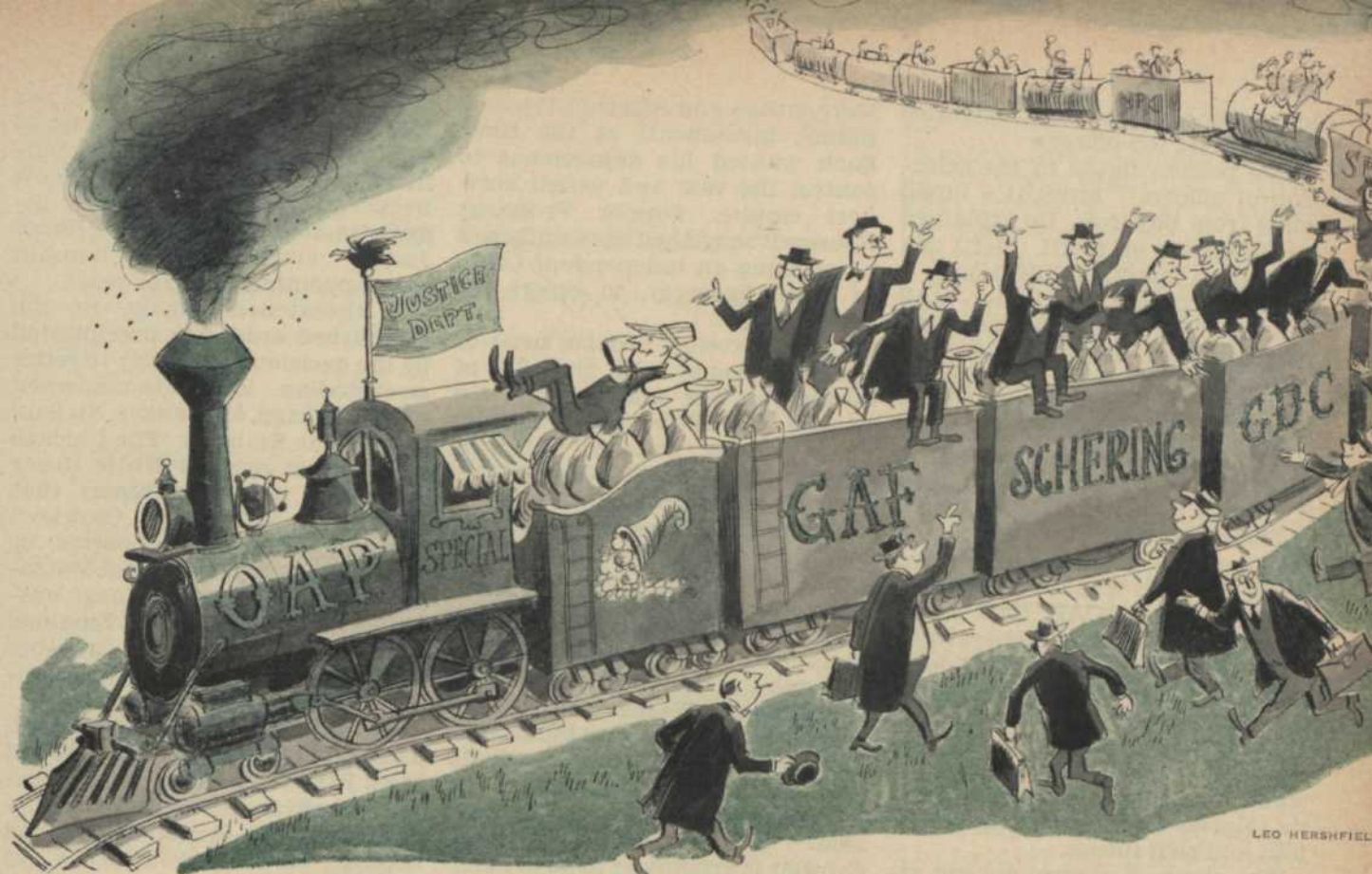
The individual is our greatest single asset

technological progress. Precisely because in this country increased productivity is a social, if not a moral responsibility, American industry and American labor—so our visitors report—believe in, and accept, technological change rather than resist it.

3. *The attitude toward the market.*

Our visitors cannot be blamed for believing when they arrive here what we ourselves have been telling them: that the major factor in our distributive system is the continental span of our market. But few productivity teams have departed, as far as I know, without having learned better.

Of course, the United States is a market larger both in territory and in numbers than any country of Western Europe. But it is not the width of the



Public Ownership at Work

By JUNIUS B. WOOD

DURING its short life of ten years, the Office of Alien Property (OAP), our Government's most varied venture into private business, has been a center of constant controversy.

Only faint echoes of its rivalries and turmoil have reached the public. The differences have been in top-level official circles and among more numerous and more secretive individuals and business groups who quietly plan their own future.

Influence and millions are the stakes—official prestige, influential directors, high-salaried executive offices, legal and expert fees in six figures and the final big prizes as each of the valuable properties is sold to private owners. The fat offices and fees are fruit along the roadside compared to the harvest.

With political plums and profits for some, OAP also has brought heartaches and ruin to others, many of them American citizens, when their life savings disappeared. It has been called a "fantastic financial empire of little dictators."

Seizure of enemy property dur-

THROUGH its Office of Alien Property Uncle Sam controls some 300 businesses

ing World War II—"vesting" is the milder official term—gave the Government control or substantial interest in 432 business enterprises, worth more than \$500,000,000 and with thousands of employees. The Government, through OAP, became the world's most bizarre holding company when measured by the number and variety of its lines of business.

OAP still has some 300 businesses worth more than \$300,000,000. Others have been sold or closed down and a few returned to their original owners. The swarm of claims has been reduced from 63,342 to 53,238 and title suits from 5,000 to 1,500. No property is sold until its title is clear. Until then profits are deposited in the U. S. Treasury and what eventually comes to the Government goes to settle war claims.

Ninety days before Seeck & Kade,

a \$1,000,000 corporation, was to be returned, its supposed owner died. His widow, who would not tell a lie, said the real owner was an enemy and OAP still has it.

American Bosch was sold last year for around \$7,000,000, of which three law firms received \$420,000. Terms were as usual that the new owners would be American and would not enter any trust agreements.

The same firm was seized and sold by the Government in World War I.

In five years, it was back with its German owners.

OAP is now under the Department of Justice with Harold I. Baynton, assistant attorney general, its director. Through him, the department appoints directors for each corporation and managers for an even larger number of unincorporated enterprises. The direc-

tors outline a corporation's policies and pick its top officers.

"Do politics figure in the selection of officers?" brought a broad smile from Baynton. He explained selections are on merit. Merit can depend on many qualifications.

"Each corporation under OAP maintains its legal entity as a private business," he continued. "Any corporation is responsible to its stockholders who elect its directors. When OAP controls all the stock, it elects all the directors. Where it is a minority stockholder, it elects a proportionate number."

The chain of control is clear. A corporation's officers are selected by its directors who are acceptable to the director of OAP. He is an assistant to the attorney general who is an appointee of the President. The party organization is in position to control such patronage. The chain also is unbreakable. No outsiders, not even Congress, can intrude in this treasure house with its salaries and fees, thousands of jobs and rich future.

The chain of control did not always have as many links but the rivalry for position and power was the same. The Government started vesting German, Japanese, Italian and other enemy property on March 11, 1942. It still continues. The top-level battle started between Secretary of the Treasury

Morgenthau and Attorney General Biddle, incumbents at the time. Each wanted his department to control the vast and varied business empire. Former President Roosevelt squelched the family row by creating an independent Office of Alien Property, to report directly to him.

Leo T. Crowley became head of the new agency with the title of custodian. The maneuvering for control moved from the Cabinet circle to the broader world of finance. The tireless Crowley already was directing half a dozen big government agencies, having left his Wisconsin bank to become president of the Federal Deposit Insurance Corporation in 1933.

He also had succeeded Victor Emanuel as the high-salaried chairman of Standard Gas & Electric Company. Washington credited him with being the rare public official permitted to retain his private jobs. As a lawyer complained to the Securities and Exchange Commission: "I'm not clear whether Crowley is arguing as head of FDIC or as chairman of Standard Gas."

Victor Emanuel, described by a Washington correspondent as "regarded by many as the most powerful figure in international finance," was a power behind many corporations.

Directors from Standard Gas

and other Emanuel enterprises took seats at the director tables of OAP corporations. Albert N. Williams, Thomas A. O'Hara, Neal Dow Becker, George E. Allen, often underestimated as "the White House Jester," even Emanuel himself, were appointees in those years.

A threatened change in the established order was precipitated by the decision of Crowley to retire as custodian. He is now chairman of the Chicago, Milwaukee, St. Paul and Pacific Railroad. The *Chicago Tribune*, on reputed White House authority, printed a report that Francis J. McNamara, Crowley's assistant who was supported by Rep. John W. McCormack of Massachusetts, would be the next custodian. One version is that Emanuel rushed to Washington, another that Allen whispered in the President's ear.

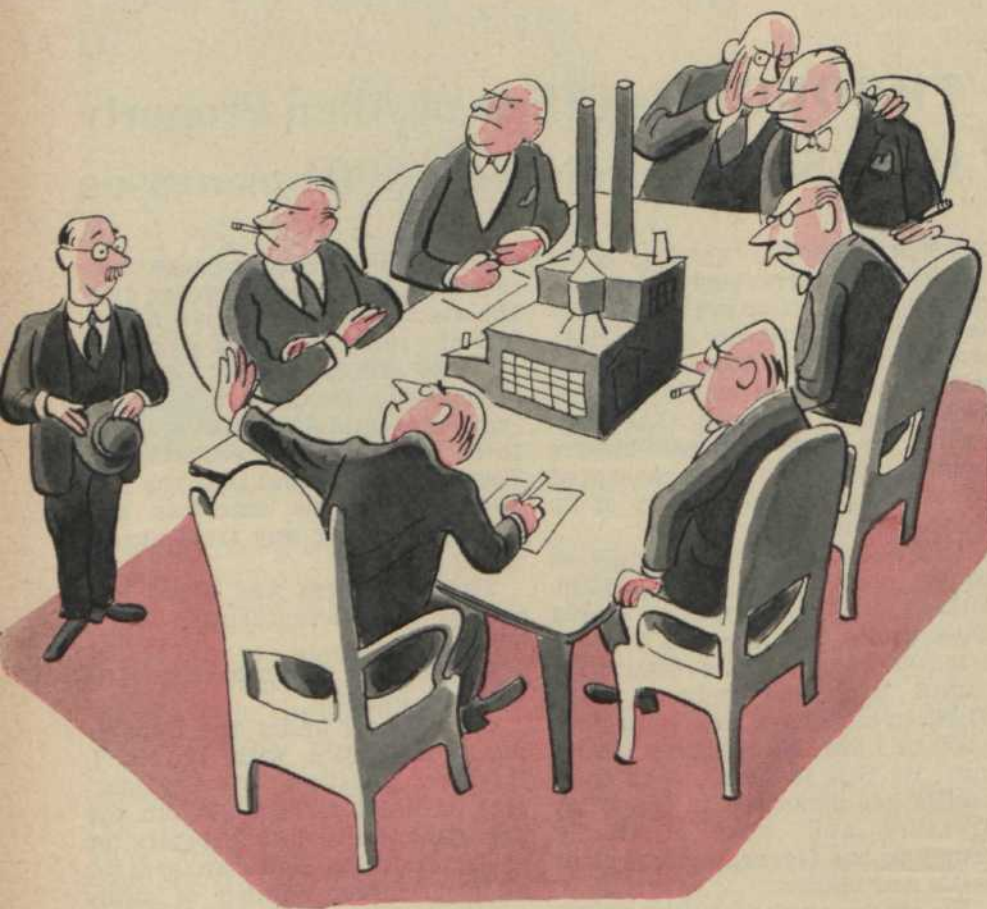
But when the scramble was over, James E. Markham, who had moved from FDIC to become deputy custodian, advanced to the top office in March, 1944. McNamara became deputy. He is now attorney for Remington Rand, Inc., a firm which has waged a long and so far unsuccessful court fight for ownership of the largest OAP corporation.

Markham resigned in October, 1946, and OAP was put under the Department of Justice. Custodian was replaced by director as a title and assistant attorney generals are designated for the office. Tom C. Clark, now a justice of the United States Supreme Court, was attorney general then and OAP with its patronage and perquisites moved closer to the Democratic Party organization.

If the Victor Emanuel influence did not disappear, it became less obvious. The party faithful moved in and names from the rolls of contributors to campaign chests appeared on the rosters of directors, officers and attorneys of OAP corporations.

Appointments to OAP became stepping stones to lucrative corporation employment. Markham became a director of Herman Basch & Company, an influential if not a full-time job in an OAP property. Typical of other OAP alumni, Irving Jurow was counsel for Schering Corporation, receiving \$57,000 between 1948 and 1951. Robert E. Waterman has received \$182,482 as its vice president and Morris G. Tucker, \$5,393 as director and consultant. Markham campaign contributions have shrunk from four to three figures and Jurow's was a \$100 minimum in 1950.

The career of Donald C. Cook,



Taxpayers, as stockholders, have no direct voice in the business

Million Dollar Corporations

in which the Office of Alien Property had an interest on Jan. 1, 1952

CORPORATION AND BUSINESS	ASSETS
General Aniline & Film Corporation, dyes, etc.	\$125,000,000
Rohm & Haas Company, chemicals.....	58,000,000
Schering Corporation, drugs.....	14,583,000
General Dyestuff Corporation, sales.....	10,381,000
Karl Liebernecht, Inc., knitting machines	8,185,000
Spur Distributing Company, fuel.....	5,734,000
Harvard Brewing Company, beer.....	3,126,000
Spray Cotton Mills, yarn.....	2,984,000
Avoncel Corporation, real estate.....	2,596,000
Herman Basch & Company, fur dyer.....	2,548,000
De Nobili Cigar Company, tobacco.....	2,321,000
Arabol Manufacturing Company, adhesives	2,082,000
William Prym, Inc., pins.....	1,459,000
Fratelli-Branca & Company, bitters.....	1,099,000
Seeck & Kade, Inc., drugs.....	1,152,000
J. M. Lehmann Company, machinery....	1,102,000

now chairman of SEC, illustrates the migrations from OAP to more profitable posts in government. Cook, executive assistant to Attorney General Clark, was appointed acting director of OAP when the Department of Justice took over in 1946. During the two previous years, he had been a special counsel for the House Naval Affairs Committee and assistant director of the public utilities division of SEC.

After a few months as acting director, Cook resigned. David L. Bazelon, now a District of Columbia judge and another Wisconsin native son, became director in 1946. Cook and Raoul Berger, general counsel for OAP, formed a law partnership. Berger had joined the attorney general's staff in 1940 and been with OAP since 1943. He was second concertmaster for the Cincinnati Symphony Orchestra prior to admission to the Illinois bar in 1935. He was admitted to practice

in the District of Columbia in 1946.

Soon afterwards, Cook was appointed director of Schering Corporation. From 1947 through 1949, the new law firm received \$38,636 in fees from the corporation. In that year, the firm was dissolved but Berger was paid \$8,181 more in 1949 and 1950. Cook became vice chairman of SEC and counsel to the Senate Armed Services Preparedness Committee. Neither lost faith in the Democratic Party, Cook contributing \$500 in 1950, and Berger, \$200 in 1951.

Various OAP officials, including Baynton, are or have been directors of OAP corporations, some on half a dozen different boards. They, like officers, do not receive the \$100 per diem for attending meetings. In several corporations, the experienced pre-vesting officers continue to run the business under OAP supervision.

Government in business has

many anomalies. Securities of OAP enterprises are listed with SEC. On any difference before SEC, government representatives are on opposing sides, arguing before a third government representative.

More weird to those unversed in legal hairsplitting are tax suits and antitrust litigation. The Attorney General files an antitrust suit against one of the OAP corporations which he is actually operating. An able and high-priced firm of lawyers, employed by directors who have been appointed by the attorney general, defends the corporation.

Instead of ordering the corporation to mend its ways, at least while under government control, the legal fiction that it is a private business is maintained at high cost to the taxpayers.

General Aniline & Film Corporation is the outstanding example of the politics and complications of government ownership. With assets of more than \$125,000,000 and close to 10,000 employees, it is OAP's largest corporation. It is the nation's second largest producer of photographic materials and ranks among the "Big Four" in the dye-stuff and chemical industry.

General Dyestuff Corporation always was joined to GAF in operations and organization. Six of its directors, even now, are also directors of GAF. It is the exclusive sales agent for the larger corporation with its own assets of more than \$10,000,000 and some 900 employees. OAP has vested 97 per cent of GAF's stock and all of GDC's. Both corporations are involved in costly litigation with OAP in addition to the usual court controversies of every firm. The issue is whether they were owned by the German I. G. Farben Industry or GAF by a Swiss company and GDC by Americans.

Anticipating that the United States would get into the war with Germany, officers and directors with German sounding names resigned between 1939 and 1941. Custodian Crowley took over, reorganization started and on July 13, 1943, GAF had a new board of directors, most of them prominent in other big American corporations.

This setup continued with occasional changes until April 9, 1947—OAP was now under Attorney General Clark—when Jack Frye and other new faces appeared at the director meetings. Before the year ended, the reorganized directors elected Frye president of both corporations.

The genial Frye was a former
(Continued on page 96)



Georgie's Dog

FROM YONDER HILL

By WALTON M. SMITH



THE MORNING was cloudless and as fine as April could ever muster. The boy and the dog turned off the state highway where a large, white pasteboard arrow showed conspicuously against a tree. Beneath it a poster read: "Oak Valley Field Trials . . . For Pointers and Setters. . . ." The moist dirt road climbed over a long hill and was flanked on both sides by the budding growth of early spring.

Along the busy thoroughfare, the little setter had pressed timidly against the boy's leg, letting the cord dangle loosely from the light chain collar, but, as the woods odors came to her nostrils, she lifted her head and trotted faster. Unwittingly, the lad also quickened his pace.

As they topped the last rise, the unseasonable warmth of the new day became more apparent. The air was quiet—balmy. It was to be expected that there would be excitement and commotion beyond the gateway where the bars were now let down, yet there was little. Two men were unrolling a large yellow tent. A few cars were backed against the stone wall. Beyond was a light truck bearing several wire crates of pheasants. It's early, thought the boy, but he was glad in a way, for the day had been long awaited and he could not begin too soon to savour its rare exhilaration.

He recognized Bill Betts as one

of those staking down the big tent. Others were erecting a smaller tent alongside it. Automobiles in increasing numbers entered the gateway and lumbered over the uneven ground. Most of them carried bird dogs. In came Sam Bush, the trainer, his battered station wagon sputtering and subsiding with a wheeze. Inside, a gigantic Irish setter leaped back and forth. Sam handled for Mrs. Hayes-Howard. He had been working her setter in the field.

Sam swung his legs from the once elegant vehicle and spat, wiping the amber residue from his drooping mustache with the back of his hand. "What's holding you fellows up? Ain't you got them birds staked out yet?"

The perspiring toilers eyed him mutely. "Maybe you'd like to put 'em out," suggested Jack Alverson, a pointer man.

Sam Bush glanced toward the truck with his little pig eyes. "Sure! I'll put 'em out," he said.

"That's the only way you'd ever know where they are—with that dog," observed Alverson.

Sam took the slight calmly and,

reassembling his dignity, spat again.

A stout man emerged from the tent. "Would you like to enter that dog of yours, son?" he asked.

Inside the tent they handed him a pencil. His was the first entry. With unsteady fingers he scrawled his name, "George Connor, Jr."

"George Connor's boy, eh?" grunted the large individual. "Your daddy was a bird dog man."

The lad made no comment. After a moment he continued with his writing. Address, "Yonder Hill Farm . . . orange and white English setter." Name, "Rickets."

He had put this name down without thinking. Instantly he regretted it. Why hadn't he thought up a better sounding name, just to use for the day? The others would be prize dogs, with fancy kennel names, pedigreed. "Bred in the purple," as his father used to call it. What would people think of a little undersized thing answering to a name like "Rickets"?

It had all been kind of a joke. Bill Betts labeled her that and it wasn't until long afterward that George learned its meaning. She had been a runt—the "tit one"—out of Bill's own hallowed Sally. "She'll make you a nice little dog," Bill had said. And indeed she had.

When the drawings were posted and the first brace called, George saw to his sorrow that he was bracketed with Sam Bush in the last heat. He had no wish to tangle with the wily Sam—and it would be a long wait through the midday hours.

Now two liver and white pointers

With a rush of wings a big hen pheasant burst from the grass, towered away into the dusk

were slaving at the starting line and they tore at breakneck speed down the long hillside. Madly, they overran the first bird which fluttered to its tether's length and subsided into the grass. One dog doubled back and fell upon the quarry. Feathers rose into the air. The brace mate also closed enthusiastically and the heat, off to this uninspiring start, developed little real bird work.

George glanced at Rickets without approval. She, too, had been known to manhandle a grounded pheasant at times.

Jack Alverson's voice brought him out of his reverie. The big black and white pointer growled ominously at Rickets. "Don't tell me you're running the runt today, Georgie."

The boy felt a rush of blood to his cheeks. He pulled his dog close to him and stood between her and the pointer. It galled him that no suitable retort came to his lips. He was not one to "sass his elders."

Near the stone wall sat a tub of water. To this George repaired and he splashed Rickets behind the ears and along the back and belly. She lapped the surface a few times, with almost cat-like delicacy, and then stretched languorously at his feet. There was some shade there from the trunk of a huge oak. Patiently they waited.

At the brink of the hill overlooking the course were gathered the spectators enduring the sun to

watch the running. Many of the dogs were with them. Others were cooped in airless cars parked row after row. Empty beer cans were strewn over the ground and Sam Bush paused, now and again to refresh himself from a flask, as befitted this highly social occasion.

George became aware of his hunger as the smell of frying hamburgers issued from the big tent. He bought two of the greasy offerings and, unable to resist the appeal in Ricket's eyes, gave her one, piece by piece. You shouldn't feed a dog in that heat, just before running, he figured, but probably it wouldn't make much difference.

Brace after brace of bird dogs toured the course with results unknown to George. He sat by the tree, awaiting his turn. Jack Alverson came in to a strong round of applause from the crowd. His pointer, people said, was the favorite so far.

The long-looked-for moment finally came. "Bush and Connor," they called out.

The boy stroked the sleek orange head and whispered something between a prayer and a word of encouragement into her lustrous ear as Sam Bush swaggered up with the big Irishman. The slim setter aimed a wet tongue in the lad's general direction, but her eyes were on the meadows below.

Of the two, she was by far the more self-possessed. At the word, she streaked gracefully down the

grade. There was, now, ever so slight a breeze, and to her eager nose it brought a familiar message. Like a weathervane she swung and feathered to a point with high head. It was a typically Rickets stand, with all the intensity that could be packed into the small body.

Bush whistled in his dog which stood dutifully.

"All right, son! Start her along," a judge ordered. Rickets did not relish the idea of leaving the crouching pheasant. It ran counter to all her instinct and training, but something told her that this was a different sport and she did the boy's bidding. In a matter of seconds she was again on point, indeed, even before Bush urged his dog into motion. She held steadfastly while the red dog was escorted forward to honor.

They neared a brook and, where it entered the cover, the earth was soft. Spring woodcock knew this rallying ground, and so did Rickets. She headed that way purposefully, despite the boy's calls, and it was all he could do to turn her. Back she came, however, and splashed through the stream to nail a bird in the cattails. It was then that George knew he had no more to fear from Sam Bush and his pupil. Rickets went on to cut the course wide open, covering the ground faultlessly and handling the birds like a veteran. Within George, a

(Continued on page 94)



George closed his arms about the little dog, pressed his cheek against the silky head

Misfits Cost You Money

By HENRY F. PRINGLE

THE Bridgeport advisory center is sound evidence that intelligent vocational guidance can pay off for even the small business man

ENLIGHTENED businessmen, big and small, have worried for decades about holding their employes. When there is a labor surplus the problem is somewhat less acute, but the intelligent employer is always concerned about it. With a labor shortage, on the other hand, the balance sheet of any company is directly affected. It costs money to put in new machinery, and the total is not too difficult to figure out. It also costs money to install new workers, train them and make them function efficiently. Here, the losses are much harder to estimate.

Bridgeport, Conn., is showing the way to greater efficiency and more harmonious relationships between management and labor through its Community Advisory Service Center, an outgrowth of the depression and of the acute need for trained people as World War II approached.

The cost of the Bridgeport program is insignificant in terms of value and not a dollar of its \$25,000 budget comes from taxation. The small businessmen of the city pay about 60 per cent of it in vocational guidance fees which are fixed at \$35 per person. The balance comes from parents who feel that their sons and daughters are not getting along as well as they might. They are asked to pay the same amount, but if they can't afford the fee, there is no charge. The savings, in dollars and human happiness, that the center's program has effected in its seven years of existence are impossible to estimate.

The Connecticut city, booming with defense orders, is mainly a community of small businessmen. A payroll of 1,000 workers is regarded as large. The average shop—and the variety is great—has from 100 to 300 and is often a family property, handed down from father to son.

The relationship between the owner and his people should be warm and cordial in plants like these. But it is sometimes quite the reverse. And



PHOTOS BY R. I. NESMITH

Credit work left him cold, so one young man called on Randall B. Hamrick in charge of the center



There it was discovered that he was more suited to sales engineering work. The change was a success



too often neither management nor the unions knows what to do about the situation.

The difficulty lies in the fact, in Bridgeport and hundreds of other communities, that men do not live by bread alone. They have yearnings and aspirations not always justified by their abilities. They grow impatient and bored with their work.

LET us look at a few cases from the bulging files of the advisory center. The names used are fictitious, but the facts are true.

Take Henry Smith. Smith had a good war record. He was discharged from the Army and returned to Bridgeport with the idea of getting a department store job. He got one easily and was assigned to selling men's shirts. He did very well for a time and enjoyed the contacts with his customers. But after six months Smith became bored and quit. The store had done nothing to vary his work. Then somebody persuaded Smith to visit the counseling center where various tests revealed that he had a high degree of mechanical aptitude. He was hired by a plant making automobile parts and found the work much more to his liking.

Then there was Pete Jones, also just out of the service, ambitious and a hard worker. When a rush order had to be filled he gladly stayed overtime until it was filled. But it took him five weeks of wrangling to get what was due him for the overtime work. He was understandably disgruntled. He concluded, somewhat illogically, that he was not suited to factory work.

Again, the Bridgeport advisory center stepped in. Its experts assured him he was fitted for the work he was doing. A conference at the plant ironed out the payroll difficulties.

So both Henry Smith and Pete Jones were salvaged.

Can the owners and operators of relatively small factories in other cities emulate Bridgeport? Undoubtedly they can, if they will look honestly at what is wrong. The problem hasn't much to do with unions or, actually, with wages. The frictions between the employee and his employer must be intelligently approached. It is not simply a matter of fitting round pegs into round holes.

The cure lies in ending the frictions. The big, wealthy corporations—General Motors for example—do their own vocational guiding and a number of them do it well. The nation's colleges could do more. But their work is often a bit

academic, their staffs may lack practical experience. The small businessman in a typical city cannot afford a testing staff of his own and, rightly or wrongly, may distrust the universities. A good bet, then, is to persuade his fellow industrialists to put up a few thousand dollars and start an advisory center.

Most industrialists have no way of knowing whether their workers are unhappy or incompetent. The Bridgeport center offers one solution. Defense orders brought about an acute problem of finding the right workers. Without the counseling service, as one of the business leaders explained, it was like a game of musical chairs.

Bob Brown, let us imagine, was in a plant which makes parts for aircraft factories. He had learned his job and was making good money. Then he was lured away by a larger corporation in another city. What did the personnel manager do? He shopped around among plants until he found somebody to fill Brown's place. That kind of procedure is not efficient and it increases costs, but it is going on in the majority of American industrial centers.

THE spark plug of the Bridgeport plan is Carl A. Gray, a relatively small Connecticut manufacturer. Gray's interests first were aroused when it looked fairly certain that the United States would become involved in the European conflict. He contrived to borrow machine tools and set up classes to train men. So despite the acute manpower shortages Bridgeport had enough people in its factories. Gray's interests were heightened as the war drew to a close. If men could be trained to kill, he argued, they could also be fitted for peacetime jobs.

"We don't want veterans selling apples on street corners after this war," he protested.

With peace and the momentary slump during reconversion, Gray's comprehension of the complexities expanded. Unless the veterans were put in the right jobs, suited to their capacities, they might end up selling apples, or applying for relief.

"The man with an I.Q. of 155," he said, "must be discouraged from seeking retreat in a menial job and the I.Q. of 75 must be dissuaded from trying to study medicine. It is not impossible to accomplish this."

But it isn't being done in most places. One Bridgeport plant manager told me about a boy in his re-

search laboratory who had made a fine record at a leading technical school, but lacked initiative. He most likely would remain in a secondary job as long as he lived. Such is the gloomy side of the picture.

The brighter one is that of a young man at an eastern private school who was just drifting along with no idea of what he wanted to do. His parents were intelligent enough, however, to take him to the Bridgeport center where he was classified as a boy with unusual potential scientific ability. The boy went on to make a fine record in college and now is holding down an important job.

NEARLY all the work in Bridgeport is carried on voluntarily by the businessmen, the unions, trade schools and civic leaders. Certain basic truths have emerged out of the years of experience. The reason for unhappiness in jobs does not rest alone with the workers or their employers. It lies in a lack of understanding of what people are suited for. I was told about a girl who had been teaching English in the Bridgeport high school. She was successful enough, but her real talent lay in her gift for helping people. Quite by chance, she was hired as a job counselor, working with girls in a factory.

"Our labor turnover has been cut 30 per cent since she took the job," a plant executive said. "We used to have trouble getting competent help. Now we have more applicants and good ones, too, than we can handle. We almost never lose a girl to one of the big companies, even when they can beat us on wage scales."

A girl who ran a sewing machine in a clothing factory is another example. While she was competent and earned about \$40 a week, she also was bored and unhappy. Finally she went to the center where it was revealed that she liked to cook, was interested in food preparation. She took the necessary courses and now makes \$65 a week running a cafeteria in a large plant.

The basis of the Bridgeport plan doesn't rest on dollars. Money alone won't buy the right people to run a counseling service. There also is opposition on the part of certain businessmen to a psychologist's services. Some of this opposition comes from a psychologist's theoretical approach and more from his so-called lack of practical industrial experience. The charges, admittedly, are true in some cases.

(Continued on page 56)



TOM KING FROM BLACK STAR

TOP MAN on the Dock

By FRANK J. TAYLOR

IN JANUARY, 1950, when a stout, ruddy-faced former dockworker known as plain Joe Sevier to everybody on the turbulent West Coast water front was named president of Matson Navigation Company, the word generally heard around maritime offices was: "Well, that's a good old American success story if there ever was one."

It was a success saga with a new twist. Joe Sevier has been twisting precedent ever since he landed his first job on the Matson docks in San Francisco in 1923 as a freight checker for a longshore gang. Young Sevier, who had finished at the State College of Agriculture after a stretch in the Navy in World War I, had no intention of spending his life on the water front or of going to sea when a friend persuaded him to work a summer on the docks to earn some money.

The "money" was \$80 a month for getting on the job at 6 a.m. and frequently working so late that the ferries to Berkeley, where Sevier's family had located temporarily, had quit running, thus requiring young Joe to dip into his capital for a dollar hotel room in San Francisco. It was a period when the water front unions had no standing.

"I'd have joined any kind of a union," Sevier recalls, "but there wasn't any to join."

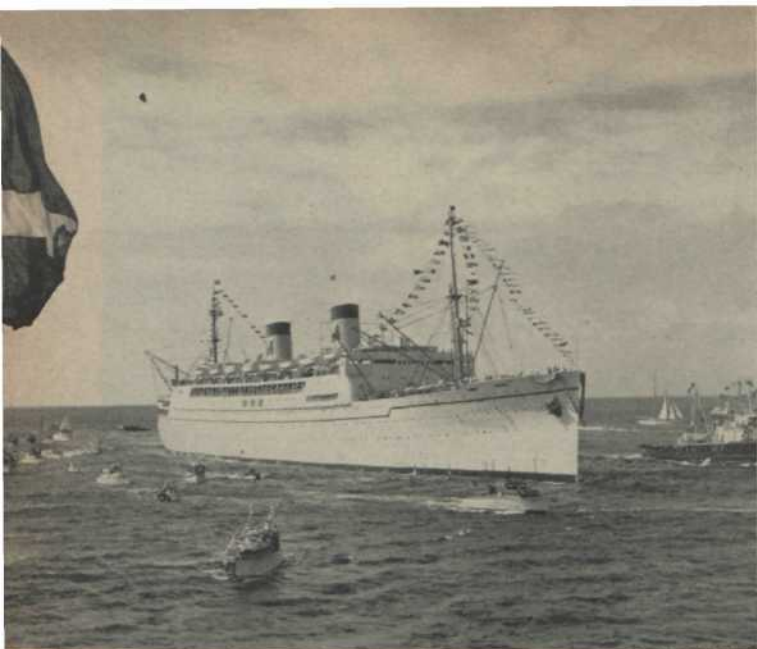
Now and then Sevier and several other executives who started on the docks at that time reflect on what might have happened had there been a union

FROM pier worker to shipping line president is the saga of Joe Sevier, one of the most influential figures on the Pacific Coast water front

to join. They agreed that if Sevier had joined a union, he would have emerged as the head of it, as he has sooner or later spearheaded every operation in which he has worked. Thus, instead of being president of the Matson Company, he might have been the Harry Bridges or the Harry Lundeberg of one of the six maritime unions that are operating today. Sevier agrees with this speculation.

This dip into the realm of might-have-been is significant, because it throws some light on Sevier's status on the Pacific Coast water front. The boss of Matson is a new breeze in the topsails of the Pacific Maritime Association. Sevier insists that the employers keep out of union politics.

The twist that saved him for the employer ranks came at the end of his first summer on the docks when he had about concluded that there was no future in the maritime game. Donald Maclean, now head of the huge California & Hawaiian Sugar



MATSON LINES

The luxury liner Lurline, Matson's largest single asset, saw service as a transport during the war



CAL PICTURES

More than 700 people showed up when the company held a stockholders meeting aboard ship last year



CAL PICTURES

cooperative that is Matson's biggest shipper, had just been appointed purser of the old *Maui*, then pride of the Matson fleet, and needed an assistant. Maclean asked Mike Carmichael, boss of the Matson docks, to recommend the best man on the dock.

"He's a young fellow you don't know, named Sevier," replied Mike.

Maclean found Sevier working in the icehouse, checking cargo into the refrigeration compartment in a ship. He had smashed a finger bowling and was having a bad time holding a pencil. Maclean offered him a job as assistant freight clerk on the *Maui* at \$125 a month, which looked like a fortune to young Sevier.

"Can you type?" asked Maclean, as an afterthought.

Sevier held up his smashed finger, then admitted he had never tried. He got the job anyway, on the strength of Carmichael's hearty recommendation, and between a smashed finger, seasickness, and inexperience, spent 18 hours a day for the entire voyage pecking at typewriter keys. By the end of the trip, he had the job licked.

Another shipmate who had started that summer wrestling cargo on the dock was a tall, handsome young fellow named Jack Fishbeck, now manager of Matson's plushy Royal Hawaiian Hotel on Waikiki Beach. Maclean, Fishbeck, and Sevier became the "Three Musketeers" of the Hawaiian run.

Fishbeck and Maclean decided that Sevier's given name, Randolph, even when shortened to "Randy," as it was on the docks, was entirely too fancy for a rugged and formidable-looking member of the proletariat; so they arbitrarily renamed him "Joe," a change that seemed a natural to everybody but his wife, Electa, who still calls him "Randy."

After he had spent three years at sea on various Matson ships, a group in Hilo invited Sevier to take charge of a land transportation service, consisting of a fleet of battered jalopies that hauled travelers around the big island. The Hawaiian tourist boom was just starting, and not only Matson but the rival Los Angeles Steamship Company was pouring sight-seers into Hilo. The problem was to get them up to the rim of the island's volcano and over to the picturesque coffee belt at Kona. This job gave young Sevier his first opportunity to demonstrate his talent for organization.

Within about two years, he had the company overhauled, re-equipped, and making money, and was ripe for a bigger, more challenging undertaking. It was not long in opening. Maclean had gone ashore to join Castle & Cooke, Ltd., which was the Honolulu freight traffic agent for Matson. In 1930 he resigned to head a molasses company, and persuaded Castle & Cooke to hire Sevier for the job he was vacating. During the next decade and a half, Sevier climbed up the Castle & Cooke ladder, working almost entirely on the solving of water front problems.

Ever since 1882, when the Viking captain, William Matson, then a youngster in his 20's, sailed his three-masted schooner, the *Emma Claudina*, from San Francisco with a cargo of supplies for the Hawaiian Islands, and returned with a cargo of raw sugar, Matson had carried food and supplies to the islanders and hauled the plantations' sugar and pineapple harvests to the mainland.

Captain Matson had pioneered the first oil-burning steamer on the Pacific, the first radio; he had brought the islanders the first oil to fuel their sugar mills, the machinery to build the mills, the lumber for their homes.

In spite of the fact that the company was one-half owned by the islanders this business was beginning to lead to grumbling about "a Matson monopoly," particularly after the firm absorbed the rival Los Angeles Steamship Company in 1931.

This monopoly complaint was one of Sevier's crosses from the day he joined Castle & Cooke in Honolulu and became the symbol of Matson's power in the islands. Sevier's solution was to fight for business as intensively as though he were competing with a half-dozen lines, a position he reiterated emphatically to the 4,600 Matson seafaring and on-shore employees soon after he became president.

One of the potential trouble spots was the Honolulu water front. Ships arrived irregularly, and to have them unloaded promptly, operators or their agents required longshoremen to come down at 5:30 every morning and hang around waiting for work. If no ships docked the men were sent home, to come down the next day. When Sevier protested, a supervisor told him:

"These guys are used to getting up in the mornings; they don't mind."

Sevier disagreed. Across the water on the mainland he was watching Harry Bridges and Harry Lundeberg, teammates at the time, spark the resurgence of labor that eventually was to make the union leaders dictators. Convinced that Hawaii would be next in the drive of the maritime unions, Sevier proposed radical reforms.

One of these was a new stevedoring company, known as Castle & Cooke Terminals, which took over the cargo handling for Matson and several other lines touching in Hawaii. Sevier was president and boss of this operation. One of his first inspirations was to dispatch a team of investigators to California to find out what the workers liked about their new setup, particularly about the hiring halls, from which the union assigned longshoremen on a rotation plan, instead of permitting employers to choose workers.

Sevier adopted a page from the union books. Instead of reporting for work at dawn, rain or shine, his longshoremen were notified by bulletin or phone if they were to work the next day, and where. Instead of working on sugar day after day—back-

breaking work—jobs were rotated. He organized his men in permanent gangs under the same supervisor, installed comfortable waiting and recreation rooms, organized training groups on how to do hard work easier, maintained personal touch with workers. Working on the water front became one of Hawaii's sought-after means of employment.

As a result, Honolulu has no union hiring halls, although the longshoremen belong to the same union, the International Longshore Workers Union, as do those on the Pacific Coast. The locals have turned down hiring halls and other union control of jobs because the employers' plan meant more money and better working conditions. The real payoff came during the war, when cargoes poured into Hawaii in a flood and the Honolulu terminals, operating around the clock, largely with longshoremen of Asiatic extraction who averaged 20 pounds lighter than mainland workers, set the pace for all American ports in expeditious handling of cargoes.

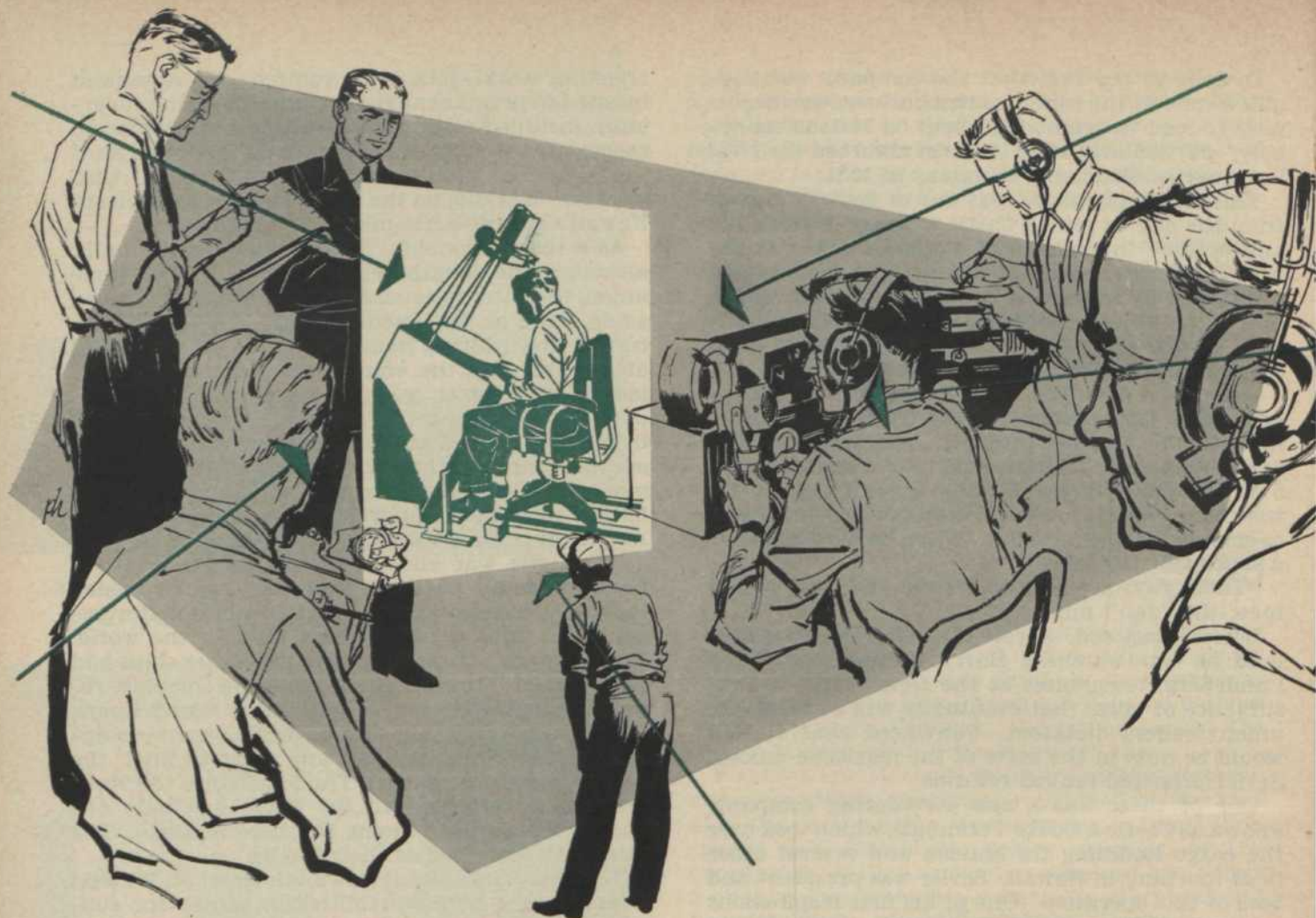
When the war ended, Matson emerged with a huge but badly battered fleet that had expanded in four years from 30 vessels to four times that number. The ships were scattered all over the world. The company's three expensive passenger ships had been turned into transports, requiring complete rebuilding before they were suitable as luxury liners. Rising costs overwhelmed the Matson wartime shipyard on San Francisco Bay, and only one liner, the *Lurline*, could be redone. The \$10,000,000 the Navy granted to refurbish all the liners met only one half of the cost of redoing the *Lurline* alone. The other two remained at their berths.

The company's Royal Hawaiian Hotel on Waikiki Beach served as a rehabilitation center for submarine crews during the war. It, too, had to be rebuilt at tremendous cost. In the passenger traffic field, Matson no longer enjoyed a monopoly, because the war had taught thousands of Americans that the easy way to cross the Pacific was to fly.

Matson got into the air transport business, too, at one time owning a fleet of ten four-engine planes, bought from War Surplus and rebuilt for luxury travel. On San Francisco Bay the company maintained an airmotive engineering base that serviced not only this fleet but (Continued on page 81)

When a new Matson hotel at Waikiki was previewed recently, Sevier was there to greet his guests





Doctor for Push Buttons

By MORTON M. HUNT

THIS psychologist has moved into the factory to hunt down the causes of friction between the machines and the men who man them

WHETHER the crooks were, they were smart, Mr. Brearley admitted to himself, as he paced up and down in his office, red-faced and furious. Brearley (which isn't his real name, of course) was the owner of a chain of East Coast hosiery mills. Somehow 100,000 dozen pairs of nylon stockings were vanishing from his mills every year—\$1,000,000 worth of stock. He'd had the Pinkertons in; he'd installed ink-writing automatic recorders to check the output of each machine; he'd cross-examined his foremen. Still stockings were missing each year.

Brearley decided to try one last resort. He phoned a Stamford, Conn., firm called Dunlap & Associates, and made an appointment. The firm was something new he'd heard of—a team of psychologists who did what they called "human engineering." Brearley wasn't sure what that was, but D & A was the outfit doing it.

"I'm being robbed blind!" he told psychologists Jack Dunlap and John Coakley when he met them. "There's no trace of what happens to the stuff."

"We're not detectives," said Dunlap. "How can we help?"

"Well, it's a problem involving people—and you're psychologists. Anyhow, I've tried everything else. If you can't solve it, I'm selling out. It's not that I'm going broke—but I can't stand the thought of being robbed."

To an outsider, human engineering—a war-born study—wouldn't have seemed likely to produce the answer. The scientists in Dunlap's firm act like a kind of marriage clinic, hunting down the causes of friction between man and the machines he is wedded to, and promoting a better union between them.

They study plans for submarines and radar sets, scan blueprints for electric power control panels, watch factory production lines in operation. Out of all this comes a reduction in accidents, or a speed-up in production, done by what seem like tiny changes—a smaller con-

(Continued on page 52)

Meet His
Royal Nibs

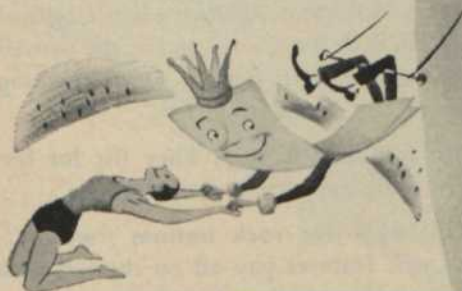
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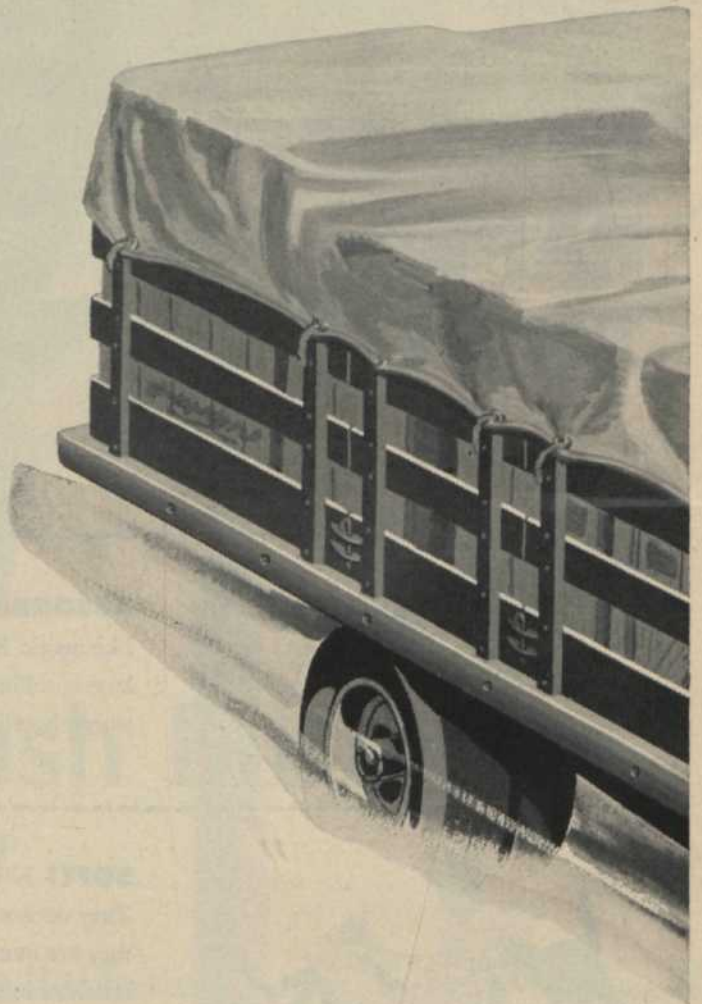
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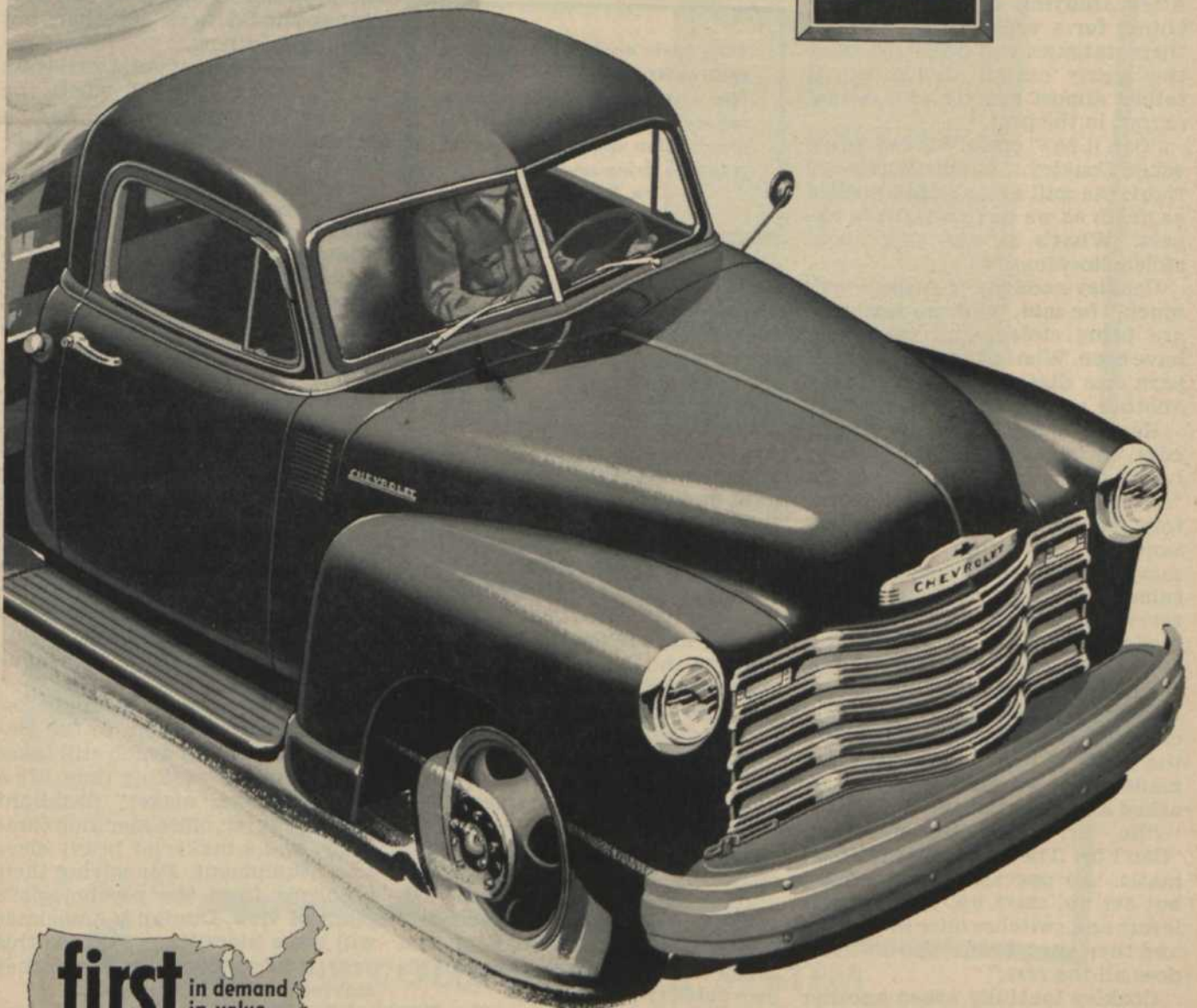
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trol handle, a little more friction in a control wheel, a relocated label near a gauge, stripes of paint here and there, a seat that fits the anatomy better and brings the eyes nearer to the work at hand.

Amazing and fascinating work, but where would \$1,000,000 thefts come in?

Dr. Coakley, a sandy-haired, scholarly looking man, started an investigation. He checked the amount of yarn used each year. Then he divided the sum by the weight of sample stockings made for the mill laboratory. He got 1,000,000 dozen pairs as the expected yearly output. The actual number Brearley finally got in his hands, however, was a whopping ten per cent smaller.

Coakley and a team of assistants, equipped with movie cameras, tape recorders, counters, pads and pencils moved quietly into the plant. After studying the various machines for a while, they added up their statistics and predicted what the yearly output should be; it tallied almost exactly with actual output in the past.

"Can it be?" one of his assistants asked Coakley. "If our figures are right, the mill actually has yielded as much as we have a right to expect. What's all the talk about stolen stockings?"

Coakley nodded. "I suspect very much," he said, "that no stockings are being stolen, and none ever have been. What's happened is that yarn has disappeared—but that's another matter altogether."

Having a psychologist's knowledge of human frailties, Coakley began checking the weights of the "sample stockings" in the laboratory to see if they were true samples, or rather the "best" samples that the foremen could submit. A major discrepancy was revealed. The so-called samples, made up expressly for measurements of typical weights, always were run off by the mill's best knitter. Coakley found they were considerably lighter in weight than the run-of-the-mill stockings made by an average operator. He asked a foreman about it.

"No sir," said the foreman. "Can't be. The machines are automatic. An operator does nothing but set up, start up, throw a few levers and switches once in a while, and then shut down. The machine does all the rest."

Coakley tactfully asked another question. "Tell me," he said, "what should a size 9 weigh?"

"Two hundred and seven grains," said the foreman.

"They all weigh the same?"

asked Coakley. "Naturally." "Tell you something," said Coakley. "I must not be using this scale right. I kept getting 242 grains for one and 205 for another. Don't know what's wrong."

The foreman was amused. "Nothing wrong with them scales, Doc. Here, lemme see. Lemme try it once."

He weighed a pair, then another and another. For 15 minutes he kept weighing stockings, his amazement increasing all the while. "By gosh, Doc," he said finally, "I never would have believed it. Those stockings weigh all over the lot. Now, how did that ever happen?"

Coakley's discovery came to this. A semiautomatic machine, started and stopped by a man, was not as robot-like as engineers and manufacturers believed. An operator

"The basic need of the world is spirituality. The issue between free people and Communism is not economic. . . . The issue is the preservation of the freedom of man as a living soul."

—Gen. Douglas MacArthur

could affect it by the way he started up, the sequence of steps he used in each start and stop, the speed and smoothness with which he handled the levers, and so on.

After several more weeks of study, Coakley found more than 50 ways in which an operator could affect the machine's product. The most experienced and fastest knitters made lighter and more consistent stockings; inferior workers had a lower production rate, their stockings were varied and generally heavier. Because "samples" always were made up by the best knitters, the theoretical output was higher than the actual; the missing yarn was going into stockings made by inefficient operators.

Dunlap & Associates gave Brearley a report covering the plant's operations and recommended a further study of the best techniques of running machines, plus a course for training the poorer operators in these techniques. Dr. Dunlap also had a personal conference with Brearley to help him break through the road block of his own robbery mania.

"I don't care about the lost money," Brearley said later. "At least I know I'm not being robbed." He now has a training program.

Here and there throughout in-

dustry, scientists occasionally do something that might be called human engineering, and several university and military laboratories are working with it. But the pioneer commercial group devoting full time to selling human engineering service both to industry and the military are the 15 Ph. D's and 61 assorted assistants of Dunlap & Associates.

Human engineering, as they practice it, can be many different things. Sometimes it deals with stairways and ladies with bundles. Sometimes it consists of hunting out those psychological booby traps in airplanes which have cost lives by demanding too much of the men flying them. Sometimes it consists of studying blueprints for a new submarine and ferreting out its human booby traps before the first model is ever built. Human engineering, in short, is dedicated to the proposition that men and machines should work together, not fight each other.

The science got its first real start during World War II when the various services began having careful studies made of new equipment.

Pioneering in this work was a short, bouncy gray-eyed ex-professor named Dr. Jack Dunlap. While he was at it, Dunlap began to realize that there was an astounding need for similar work in industry; three years ago he set up a firm of human engineers.

Already, his clients include names such as Glenn L. Martin, A & P, Bausch & Lomb, Schick, Inc., and about 30 smaller concerns making everything from buttons to penicillin. The company has more than doubled its gross income each year since it started in 1948.

The offices, once consisting of a phone booth in Grand Central Station, now take up a whole floor of a large building in Stamford, Conn., and additional space in Manhattan.

Currently talking business for the future, in addition to the Defense Department which still takes up most of the working time, are a dress-pattern maker, flashlight manufacturer, office machine company, and a maker of heavy electrical equipment. For solving their problems from the psychologist's point of view, Dunlap & Associates will gross more than \$700,000 this year, a tidy income for a firm that started with \$21,000 capital.

One thing that makes ex-professor Dunlap a success is his hard-headed view of science. "Balls of fire!" he roared at a startled visitor the other day, puffing madly on his

The Columbia Gas System's Business Is Everybody's Business

That's why we're showing you here a page from our new Annual Report

You can find full details for last year's operations in our 1951 Annual Report. Write The Columbia Gas System, Inc., 120 East 41st Street, New York 17, New York

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Yet, the cost of gas to our domestic customer has not changed much in all those 10 years.

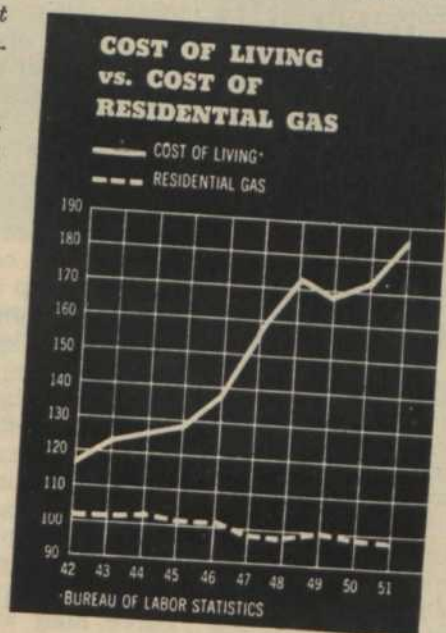
Look at the chart!

Our customers certainly must appreciate that higher gas rates are inevitable.

If we are to continue high quality service to our customers; if we are to satisfy the demands for more and more gas, we must earn more money. Not enough to put our bills to our customers up to the inflated level of other "cost of living" expenses. But enough so we can meet our obligations as a public service company and protect the investments of our stockholders.

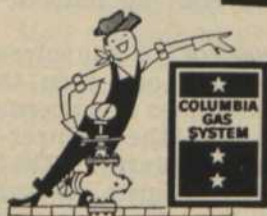
This is the gist of the story we are telling in full detail to the Public Service Commissions which regulate our rates.

We hope that our customers, many of whom are also our stockholders—or, if not ours, stockholders in other public service companies who face the identical problem, realize that higher utility rates are inevitable.



	1951		1950		1949	
	Total	Per Share*	Total	Per Share*	Total	Per Share*
Earnings before taxes . . .	\$39,560,932	\$2.65	\$37,107,503	\$2.51	\$24,389,467	\$1.74
Taxes	22,234,843	1.49	19,579,619**	1.32	12,169,731	0.87
Earnings available to common stockholders . .	\$17,326,089	\$1.16	\$17,527,884	\$1.19	\$12,219,736	\$0.87

* Based on average number of shares outstanding.
** Includes "special charges" of \$3,178,000.



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pipe. "I can't stand all this academic horse feathers about pure science. Science isn't worth a damn unless it makes life better for people."

Dunlap actually is as unlike a professor as anyone could imagine. Rotund, smooth-cheeked, he talks in a spicy slang when he wants to, refers to his own numerous academic honors as "a lot of crud, not worth a hoot." He will then calmly hire biologists to work in submarines, chemists to tackle statistics, and psychologists to solve engineering production snarls.

Forty-nine years old, he was a professor at Fordham and then at the University of Rochester. For some years he did psychological research work; finally during the war, he got a taste of what it was like to put it to practical use.

The bulk of his work so far has been done for the military services, either directly or through prime contractors. The Office of Naval Research is a major customer; D & A partner Ralph Channell, directing most of the studies for the ONR, has had the satisfaction of seeing them come back for bigger doses of help each year on everything from ship control layouts to how rumors spread among sailors. The Air Force, too, has been coming back for help; one study on the best kind of stick and rudder controls in aircraft has become the basis for all Air Force specifications on new jet planes.

Most of the military work done by D & A already has, or will have, direct applications to civilian life. Three men were needed, for instance, in a control station of certain type U. S. ships because of the size, shape and layout of the equipment that had to be handled. D & A, without being mechanical engineers, determined how a single set of controls of a different size and arrangement could be handled more easily by one man. Similar work could be done on certain heavy cranes, locomotives, and power presses, Dunlap believes, if industrialists would take the action.

The problems in laying out the instrument panels of a destroyer or blimp so that the men looking at them will make the fewest mistakes in reading gauges and handling controls are the same as those in designing control boards of power plants or merchant vessels. Likewise, the work of D & A scientists on radar can be applied to radio and TV stations; one major ground set in our transcontinental network drew 129 D & A recommendations which, among other things,

reduced errors in reading the dials by 50 per cent. Basic studies of visibility, the size and stiffness of operating levers, the shape and size of seats, and so on, as applied to war machines, soon will be giving us better automobiles, stoves and elevators.

But much of the industrial work done by D & A must remain hidden from view. No maker of pharmaceuticals, for example, would want to admit that Dunlap helped him reduce the number of errors in packing drugs. Other manufacturers would feel the same way.

As a matter of fact, however, the chairman of the board of one drug company came to Dunlap some time ago for just such help. The number of mistakes made by his firm was small, and what errors there were, were mostly minor—too few pills per bottle or labels on crooked. But the board chairman wasn't satisfied with a good performance; he wanted a top performance.

Dr. Jesse Orlansky, another D & A partner, nosed about the drug plant for a few weeks, then began to analyze the operation and found some little psychological traps that contributed to error. There was no printed manual of operating instructions for processing each drug; machine operators were taught by example and word-of-mouth. In the machine age that isn't good enough.

Another source of minor error (but one which is annoying to customers and contrary to Federal Food, Drug and Cosmetic law) lay in the pill-counting procedure. A workman counting pills doesn't actually *count* them at all. He shoves a flat aluminum board with, say, 100 scooped-out holes into a bin of pills. When he brings it out, pills stay in almost every hole. At a glance he sees four or five unfilled holes, merely adds that many to what the board has picked up, and dumps the lot into a hopper leading down to waiting bottles.

Orlansky saw that the boards didn't contrast sharply with the light colors of many pills and that mistakes were being made. He put a blob of bright orange paint at the bottom of each hole and when any hole failed to catch a pill, the colored dot showed up like a spotlight. Accuracy shot up immediately.

Not all the work of D & A involves adjusting machines and men to each other; sometimes it concerns what Orlansky calls "the engineering of human procedures." That means that psychologists, having studied man in the laboratory, can

show him his weaknesses, and teach him to avoid them in his work.

The case in point concerned a modest-sized leather goods company in the Midwest that turned out a line of wallets and billfolds. Business was brisk, yet the firm was barely breaking even. The president called in Jack Dunlap. Among other things Dunlap saw in the plant were bins of raw leather and others of finished billfolds, which had been rejected by the inspectors for having spots or discolorations. When he dug around in the bins, he came up with many pieces that looked perfect to him.

"Aha!" he muttered to himself. "Right out of the textbook!" From his studies of psychological research, he knew that the everyday limits of a man's ability to see fine differences in size, color and shape are not fixed, but can be increased by careful practice. So an inspector looking for spotted pieces of leather would, if unchecked, gradually be able to notice and identify spots so little or so pale that no one else, not even a customer, would see them.

Another basic psychological law says that each person has his own *ultimate* limits on these abilities to see differences. Dunlap felt that not only were the inspectors throwing out too much stuff, but that each inspector probably was doing it differently.

To check his hunch, he collected six batches of leather samples containing 100 pieces each, and asked the ten plant inspectors separately to look through them and point out the bad ones. The first man threw out 48 of the 600; the second man 78; the third 120; the fourth 96; and so on. The highest scorer threw out 210, and more than half of the pieces were called unfit by at least one of the ten. Clearly, the psychological pitfall was responsible for the red ink in the books.

To make his point more emphatic, Dunlap played a little joke on everyone. He collected 72 rejected pieces from the scrap bin, and without saying they were rejects, tried them on the vice president, the head of production, and the plant superintendent. They took the bait and graded most of the leather "okay," throwing out respectively four, 18, and 24 pieces. Most astonishing of all was the fact that among all these pieces only one had been rejected by all three experts.

"These are the results, gentlemen," said Dunlap the next day, showing them the samples and scores. They stared at him, dum-



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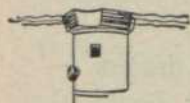
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founded, then all at once the air was blue with angry voices and arguments.

"There was some fairly picturesque talk that day," Dunlap chuckled recently, telling the story to a new client. "But after they told each other off, I suggested a sample board, showing 30 different spots and discolorations arranged from smallest to the largest, with a big dividing line down the middle between the okays and the rejects. That board would go up in front of the inspection desks, and give the inspectors a continuous basis for judgment."

The leather company officers gratefully accepted the idea; the company saved an estimated \$60,000 on this one suggestion in the first year, and has been doing well ever since.

Despite the rapid expansion of D & A, their specialty is so new that they have barely had time to handle a few dozen industrial clients. Even in their spare time, Dunlap and his associates can't help idly redesigning the things they live with, and which they hope to get a crack at in the future.

One has designed an alarm clock, meant to be easy to use, rather than to look like a jet poised for a

take-off. It would have its control knobs tucked into corners on the front where they'd be easy to see and operate. The hands and pointers would be in different colors, keyed to those of the control knobs.

Another has worked out a new automobile dashboard, based on instrument legibility tests and differently shaped control knobs. Dunlap is convinced, incidentally, that it should be hinged at the bottom and screwed at the top, so it could be dropped down for instrument and radio repairs.

TV sets with knobs that aren't clearly labeled, or convenient to handle; screen doors with handles so near the jamb that you pinch your fingers; laboratory instruments with handsome gothic pointers instead of simple needle pointers; autos with inside reflections from the dashboard at night; power plants and perambulators, ocean liners and taxicabs, egg beaters and helicopters—all are things the Dunlap crowd is itching to pull apart and put back together again.

Keep your eye on them—in a few years they'll most likely be doing it to everything you own and use. And it will be a better modern world when they do.

Misfits Cost You Money

(Continued from page 44)

The first, and the most important, step is to find a man who can head up the counseling center, then provide him with a staff of competent men and women.

I spent a week talking with Randall B. Hamrick, in charge of the center. A graduate psychologist, Hamrick also could hold down a job in a rolling mill. He hasn't many illusions about the average job in industry, knowing it so often can be dull and that many such jobs offer little incentive to the young man who wants to get ahead.

Nor is Hamrick softheaded about workers, knowing, too, that there are those who care little about improving themselves. For these workers, security is the big thing. They want automobiles, television sets, and to quit their jobs at 5 p.m. They aren't interested in being tested to see where their particular capabilities lie. They won't take night courses to improve their lot.

These are among the reasons why many counseling plans fail. The task of the Bridgeport center, or any similar center, is to overcome such problems.

Much of it depends on the leadership and the support of the community. One of the men active in Bridgeport is J. William Hope, a certified public accountant prominent in a number of corporations. Hope also is president of the National Association of Accountants.

"What business should be looking for," he said, "is boys with an interest in becoming owners of the company. And that's where the Bridgeport center is valuable. Its tests turn up people with a gift for management. They also show us the ones with no talent at all along that line, the ones who will be employes as long as they live, but who don't want responsibility."

"But it is extraordinary how many young men appear, often with little or no formal education, who are potential managers or even owners. You have a boy in some routine job, perhaps just a laborer. Tests disclose a flair for leadership and that men like to work under him. He has a talent for picking good men. That's what makes the plan so valuable to the small businessman."

The savings to industry, quite

apart from the question of happier workers, could run to millions of dollars a year if other communities were to copy the Bridgeport program. Up to now 250,000 people have gone to the center for help, and 25,000 of them have received vocational guidance.

The people who visit the center come mainly because friends or relatives have told them about it. One was a boy who had left school in the fifth grade. Someone suggested that he go to the center. It was discovered that he had an aptitude for engineering, superior to that of many college graduates. He started to study engineering at night, now has a responsible post.

Then there was the son of a carpenter. It was expected he would follow his father's vocation. The family was poor and needed the boy's earnings. At the center it was revealed that he was inept with tools but had other far greater talents. Encouraged by the tests he won a scholarship at the Massachusetts Institute of Technology where he is an honor student today.

Business might be said to be wasting its manpower. This didn't matter so much when there was a surplus of technical help, but it is close to disastrous today when shortages confront many employers. The answer lies in persuading people that intelligent vocational guidance can pay off.



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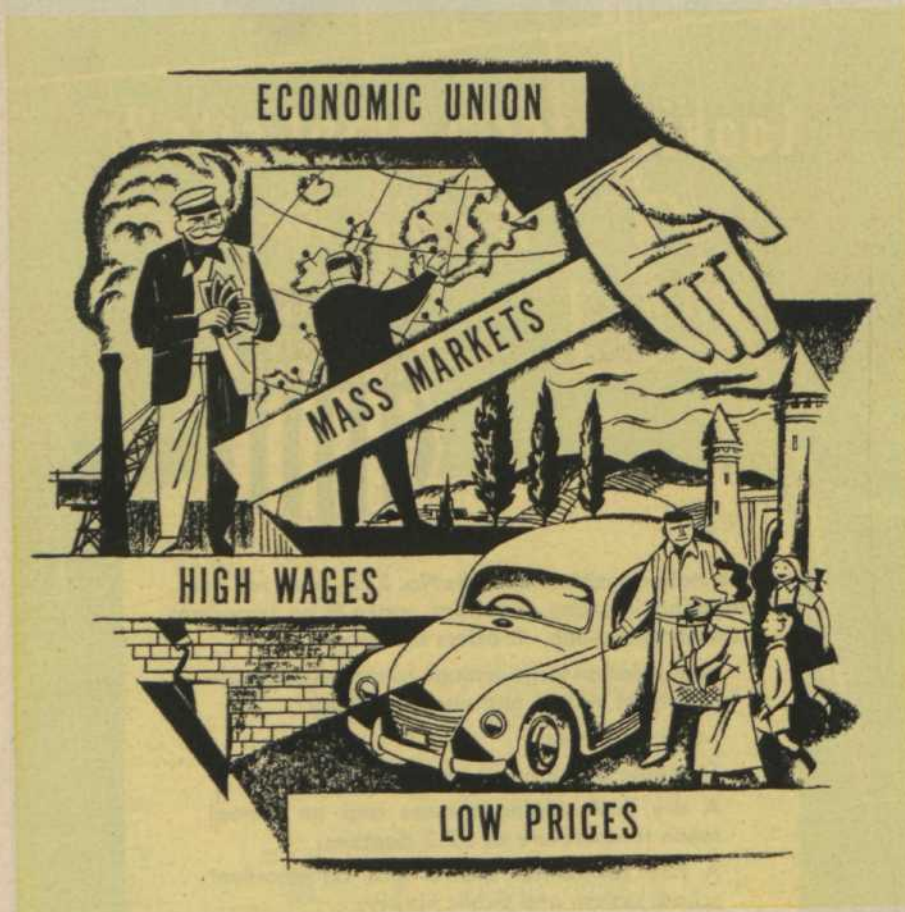
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UNION PACIFIC RAILROAD

Why Europe Stays Broke

By BLAIR BOLLES

AFTER \$25,500,000,000 and seven years' effort even the continent's friends now find that money alone won't save it



THE UNITED STATES has spent \$25,500,000,000 since the end of the war to put Europe back on its feet economically. The money has saved Western Europe from being swallowed up by the Soviet Union, has kept open a great market for American goods, but there is a catch in this. Europe still remains in a mess. Seven years of the Marshall Plan and other expensive programs have not got at the roots of Europe's economic troubles. A new approach must be found before the cost of foreign aid tears down our own economy to the level of Europe's.

The big lesson in the seven years is that money alone can't rescue Europe. The continent now is like a car that rolls along at a fair speed as long as it gets a tow from a stronger, faster car. Its economic engine can't turn over by itself. What Europe needs more than outside money—the free tow from America—is a resolve to restore its engine to where it will spin under its own power. Europe can do six things to put itself back on its feet.

1. It can abandon its obsolete cartel capitalism which holds back the distribution of industrial goods on the continent.

2. It can create a European mass market, to support a mass-production economy.

3. It can de-emphasize the export market which it develops at the expense of large-scale home consumption.

4. It can increase home buying power by lowering prices and raising wages.

5. Western European countries can give the mass market the broad geographical range it needs by forming an economic union.

6. United Europe can lick the near-famine in raw materials that binds individual European countries to cartel capitalism.

In other words, Europe can modernize its version of capitalism. The outstanding characteristic of American capitalism missing from Europe is the mass-consumption market at home. European industry is geared to a limited domestic market—made up mostly of wealthy buyers—and to big sales abroad.

"Export or die" is the European slogan. Britain makes 400,000 cars a year and exports 320,000 of them. But Europe's exports don't pay for its imports. America makes up the difference.

The reason American billions have not made Europe solvent is that the Marshall planners have been trying to reconstruct European economy in the form it had before World War II. The effort looks like a success when we read that the 16 European countries receiving economic help stepped up their production by 44 per cent from 1947 to 1951—which means a seventh more production in 1951 than in 1938. But the kind of European capitalism we are trying to revive can never make Europe really prosperous.

Europe's economy was unraveling in 1938 so fast that the continent would have been coming apart at the seams by 1945 if World War II had never happened.

Its capitalism worked fine 50 years ago and got along fairly well until 25 years ago, because gold to

finance international trade was available and most European countries of importance had colonies they could tap for raw materials. Gold and the colonial system kept European nations prosperous from foreign sales of goods made cheaply at home.

Such an economic system had no need for mass-production and mass-consumption. National prosperity never meant popular prosperity in Europe. In fact, if the wage earners had been paid enough to become important consumers, Europe would have lost some of the foreign markets that created the big profits in the now departed golden age. Europe was selling high at home, at cut rates abroad.

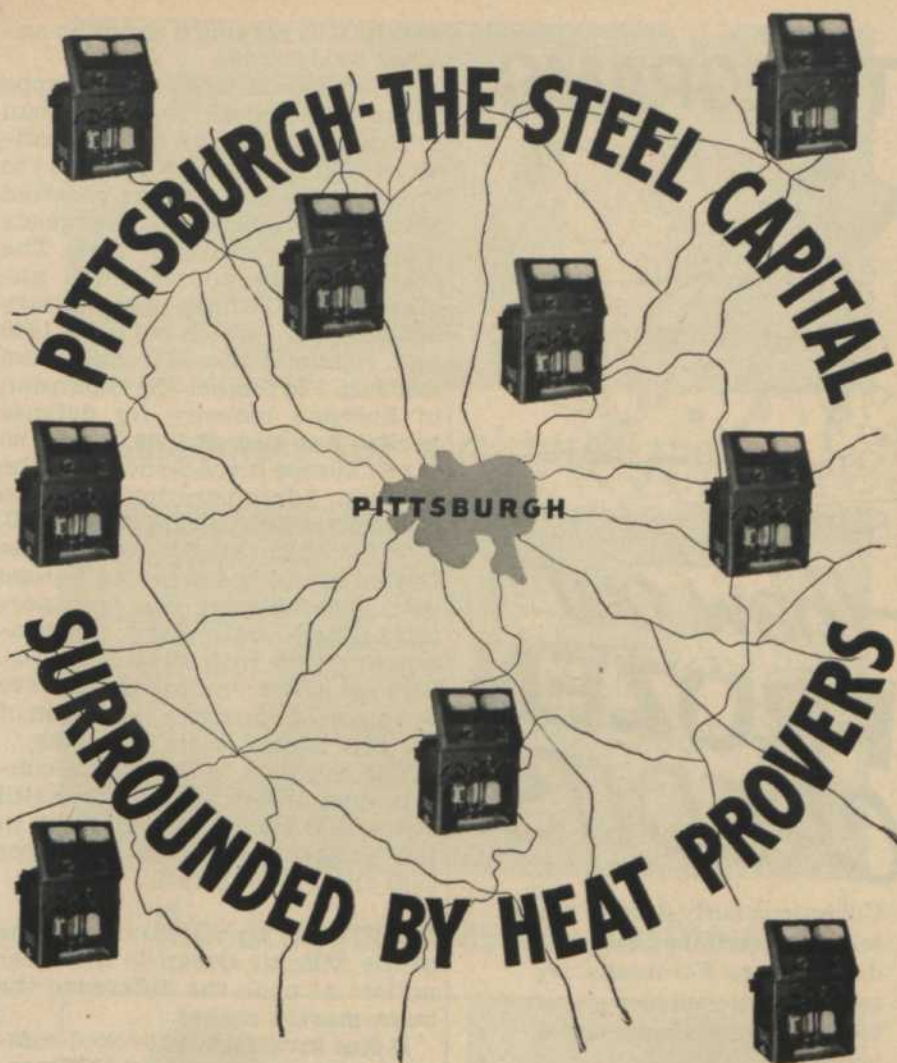
TODAY the gold that lubricated the trade is scarce, and the former colonies are becoming independent nations. But the economic system that Europe built on gold and colonies is the system the United States has been trying unsuccessfully to revive.

The trouble is that, as production for export has gone up, the prices of Europe's imports have gone up at about the same rate. American aid keeps this merry-go-round in motion.

It is interesting that two of the soundest countries in Europe—Switzerland and Norway—never had any colonies and therefore do not suffer from their loss, and that a third sound country, Belgium, is still able to make the most of its colony, the Congo, in the old-fashioned way. For other European countries, it's been disappointment.

More than a year ago the British Government announced that it could get along without more gifts of American dollars. This attempt to go it alone soon cracked up. The pinch of austerity on British life has grown progressively tighter since London made that self-reliant statement. When Winston Churchill visited Washington early this year, he persuaded the Truman Administration to give his country \$300,000,000 and 1,000,000 tons of steel. These new grants imply that in its present form foreign aid is perpetual aid.

When the heads of the Marshall Plan testified at the Capitol last summer on legislation for military help to Europe, they assured congressmen that France had moved so far along the road to recovery that it could get along with a pittance in economic aid from America during the current year. A few months later Paris called for more help, and the Marshall plan-



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WESTERN UNION

ners hastily arranged to put up another \$500,000,000.

American aid to Western Europe began with the \$3,750,000,000 loan to Britain in the fall of 1945. Another \$750,000,000 was lent to France. Western Europe received about \$1,000,000,000 in emergency aid up to the spring of 1948. The Marshall Plan poured forth another \$10,000,000,000. The military aid program—which began in 1949 and replaced the Marshall Plan last Jan. 1 to finance the expansion of Europe's industry for defense needs—has cost \$10,000,000,000 so far as Europe is concerned, and the Truman Administration plans to spend an additional \$18,000,000,000.

With that \$25,500,000,000 the United States has provided Europe with new factories, new transportation, new coal mining machinery, and new hydroelectric works. But all these improvements are being used to promote expansion of the old "export or die" economy.

The sad part is that mass-consumption in Western Europe is still below 1938 levels. Consumption in the United States rose by 43 per cent from 1938 to 1950.

WHOEVER travels from one side of the Atlantic Ocean to the other notices at once the difference the mass-market makes.

It has invariably provoked comment from most of the 3,000 European businessmen whom the foreign aid administrators have brought to the United States in the course of the past four years to scrutinize American business and industry in action.

These visitors find it incredible that in the United States the average worker in a consumers' goods factory owns one of the products his employer or the competition is making. Few European factory hands can afford to buy what they make, and generally white-collar workers and farmers live equally barren lives as far as material comforts are concerned. The Organization for European Economic Co-operation—made up of the Marshall Plan countries—reported last year:

"When account is taken of changes of quality in the diet, it appears that per capita food consumption in 1949-50 was less than, or about, prewar in all member countries, except Ireland and Sweden, where it was somewhat higher. There is still a shortage of housing in practically all participating countries, and in most of them it is very serious. On the other hand, in 1950 in virtually all member countries the prewar level of textile

consumption per head had been reached."

The German consumer, strangely enough, is better off than many of his fellow Europeans, even though unemployment is still common in Western Germany. Technologically Germany is so far advanced beyond its neighbor countries that it can produce luxury goods at a fair price that encourages local purchase. German industrialists are willing to replace obsolete machinery even when that machinery still functions. That is an American, not a European custom. The German worker produces more in a day's labor than most other continentals.

But Germany, like the rest of Europe, is addicted to the cartel, which puts a barrier in the way of mass consumption. Cartels limit production and distribution in the name of economic stability. They also discourage expansion of the home market, cartels are the hallmark of European capitalism, the benefits of which belong to the lucky few. The cartel also makes class warfare an ever present danger.

The failure of the foreign aid programs to improve the consumption problem in Europe energizes the Communists whom the Marshall Plan was meant to discourage. The Communist Party has almost disintegrated in Norway, where wages rise automatically as the cost of living goes up. But in other countries the buying power of wage earners, farmers, and small-salaried employes has lagged far behind the increase in expenses. The widening gap makes dimmer than ever the prospect of Europe's developing a mass market.

THE Communists who still dominate the labor unions in France and Italy attract support when they propagandize that industrialists using machinery bought with American money enjoy increased profits without paying higher wages. The propaganda is not wholly fair, because the European industrialist does pay his government for Marshall Plan machinery. Nevertheless, the workers continue to look to Marxist panaceas.

The Communists ignore figures showing they would live far better if their countries adopted American rather than Soviet standards. The factory worker in Italy works three hours and 20 minutes to buy a pound of butter. In the Soviet Union he would work six hours and 13 minutes. In the United States he would work 34 minutes.

But it is difficult for Italian workers and peasants to see the

benefit they obtain from America under present circumstances when their average income is \$220 a year. In most countries American aid has improved the standard of living by eliminating unemployment, but Italy cannot notice even this benefit—not with 2,000,000 out of work.

Even if Europe raised wages, the kind of goods that are common in American homes are so expensive that few could afford to buy them. The auto is a case in point. For decades the European car was a luxury that went with high living.

Phillips, the Dutch company making electrical and electronics equipment in Europe, got its start with a sale of 50,000 light bulbs to Czar Nicholas of Russia for the Winter Palace in St. Petersburg (now Leningrad) 60 years ago. The firm's prices for almost all its products were tuned to the czarist level for years afterward.

THE European abhorrence of debt is another barrier to mass consumption. Instalment buying lubricates the American economy, but thrifty Europeans are used to paying the full price at the time of purchase or going without.

In the last days of the Marshall Plan, the Economic Cooperation Administration indicated in a few public statements that it had begun to realize it had probably made a mistake in neglecting the problem of consumption while it put all its emphasis on the revival of European production. The Mutual Security Administration, which supervises the military aid program and which has some funds to spend on civilian economic development, is in a position to correct the mistake and to induce Europe to make the moves that will enable it to go it alone without American help.

The first move is to speed up the economic union of Western Europe. The United States probably could not have become the world's first mass-production and mass-consumption country if it were a small nation in population and geographical extent. A trade union delegation from Norway, here under Marshall Plan auspices, grasped this essential fact and its meaning for Europe. When it returned home, the Norwegian group reported:

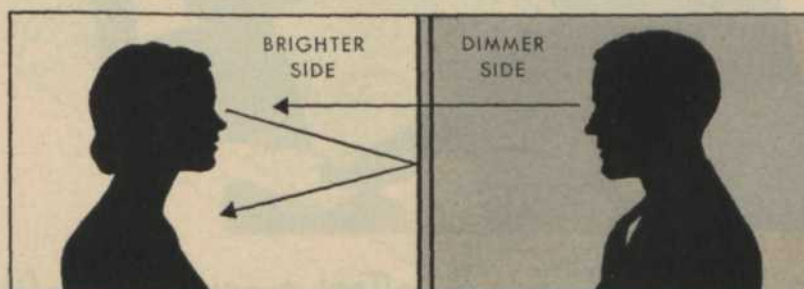
"American industry works with a continent as its home market, and is able accordingly to plan the production of standardized goods on a very large scale. America's industrial strength lies in the fact that it can, as a united whole, draw



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on the natural resources of the different regions. Only a united Europe will ever have a chance of attaining the U.S.A.'s industrial production of today."

The union of the Marshall Plan countries would form a European state with a larger population including more skilled workers than America. It would bring together Greece and Italy in the south and Portugal, France, Germany, Luxembourg, Belgium, the Netherlands, Britain, Ireland, Denmark and Norway in the west. Once the union was established, even the countries that get along without American aid—Switzerland, Sweden, and Spain—might find it attractive.

Some progress is being made in this direction. Belgium, the Netherlands, and Luxembourg are experimenting with a customs union. France and Italy have considered the same sort of scheme. Delegates to the new European Consultative Assembly, which meets in Strasbourg, France, are pushing the idea of a general European union in which goods made in any Western European country could pass freely, without tariff or quota restrictions, to any other Western European country.

The European army that General Eisenhower is trying to organize is forcing European Governments to consider seriously the need for economic unity if Europe is to unite on military lines.

REAL progress toward European unity would encourage another necessary move—the solution of the raw materials problem. Individual countries are starving for raw materials. Even coal is scarce, and the United States is shipping it to the aided countries this year. Coal-producing Britain is short because her miners object to their Government's plan to bring in Italians to work the undermanned pits.

In a unified Europe, labor could pass freely from one area to another.

The raw materials available to any one European country on the continent or in a colony are not freely available to others. The rearmament program inspired by the outbreak of the war in Korea has worsened this problem. Military industry is an insatiable consumer of raw materials. The modern light bombing plane requires 3,000 ball bearings, compared with 125 for a similar plane in World War II. The military need for raw materials has sent up their prices, and non-united Europeans are spending

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The continent no more contains all the raw materials needed than the United States provides its own requirements. The U. S. draws on the resources of all the world for its industry. But European unity could make the tungsten of Portugal easily available to Germany, the coal of Germany available to Sweden without the involved and costly export-import transactions that now mark such exchanges.

A third necessary move is to improve the efficiency of labor. Low output per man per hour contributes to the high prices for consumers' goods in the European market. The unions' hostility to technological improvements partly accounts for this. Industrialists' satisfaction with obsolete machinery is another factor. Their reluctance to grant wage incentives is still another.

SOME progress toward improving productivity has been made since the Marshall Plan went into effect. British labor has improved its output per man hour by seven per cent since the end of the war. The Netherlands Government is urging Dutch industry to step up productivity in the hopes of raising consumption by five per cent. The French parliament last December appropriated \$10,000,000 to finance a productivity center for educating industrialists in the need for more efficient plant operation.

European economic union and better distribution of raw materials could lead to increased produce for the home market. Higher productivity could gear Europe to mass-production and to higher wages necessary to mass-consumption.

So far Europe has only dabbled with these steps. The United States has not pushed matters for fear the Soviet Union would propagandize the action as U. S. interference in another country's affairs.

That fear overlooks the fact that the Soviets already accuse the United States of being a meddler. The French Communists are damning the productivity centers as a diabolical example of the "American speed-up."

While we hesitate to push for these moves, Europe continues to call for help, and America has begun to place in Europe orders for military equipment for American forces that in the past have gone to American manufacturers. Europe may never make a move to set up a mass market and become economically independent as long as it is confident of getting American help.



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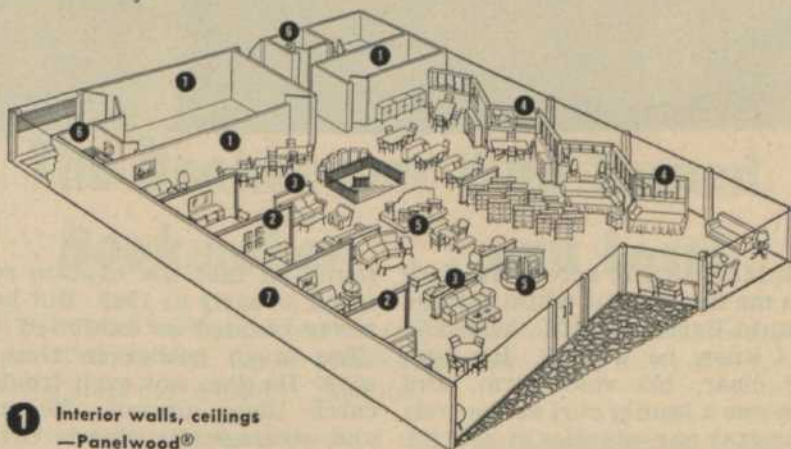
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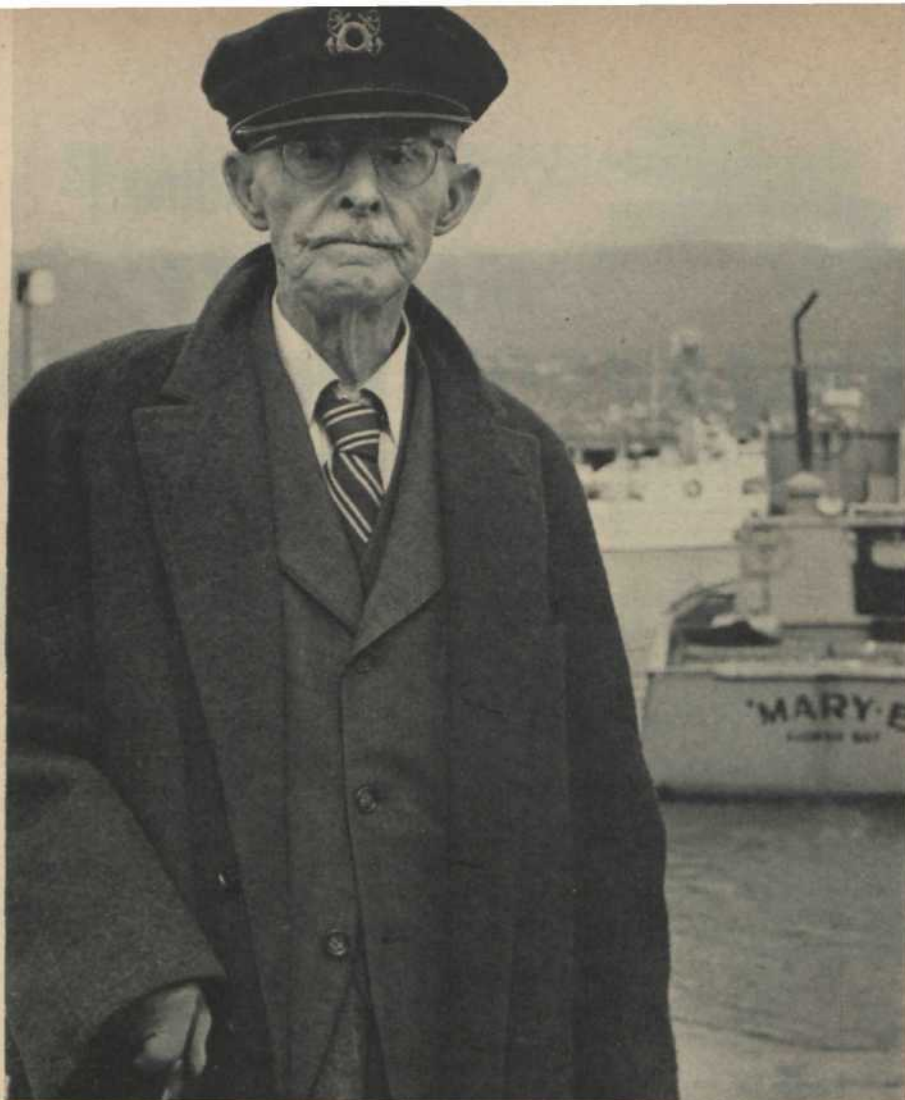
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JOE PAZEN FROM BLACK STAR



Sea Lion Champ

By ROBERT EASTON

THE MAN sitting across the desk from me in a quaint white cottage in Santa Barbara, Calif., looked 70 but I knew he was 99. His eyes were clear, his voice firm, and there was a jaunty curl at the ends of the gray gay-nineties mustache.

"Young man," he said slyly, in answer to my question, "I'm a liberal in politics. I'm opposed to all forms of monopoly except the one I've got!"

Capt. George M. McGuire is as sharp a character as ever came to be 100 managing his own affairs. He is also one of the world's unique monopolists. His monopoly? Seals—California Sea Lions, to be exact. The "seals" you see in circuses and zoos all over the world, or watch perform on movie and television screens or hear on the radio, are nine times out of ten not seals at all. They are "McGuire" Sea Lions.

They come from Santa Cruz Island, 20 miles out in the Pacific beyond Santa Barbara. There, nature has arranged things nicely. It's practically the only place where the species of sea lion adaptable for training by humankind is

found—a fact the captain recognized as early as 1902. But he has never trained or exhibited seals. "Too much bother in that," he says. He does not even trouble to catch them himself. He simply and strategically stands between Santa Cruz Island and the rest of the world. If you want to acquire a seal, it is hard not to deal with Captain McGuire. He is reputedly the world's top seal broker.

An order arrives in the morning mail from the Bronx Zoo in New York or from some professional seal trainer in Florida or from Tokyo. McGuire gets on the phone to his seal catcher, Walt Miller.

"Carl Hagenbeck in Hamburg, Germany, wants six females. I'd like to have them on the plane tonight."

Walt and his helper, Hjalmar Englund, leave for Santa Cruz Island in a fishing smack. Their equipment includes a net, two lassos and half-a-dozen wood crates. Arriving off one of the caves that open in the island's cliffs and are the homes of sea lions, they drop anchor and go in a rowboat

to the mouth of a cave. They lower their net, a special three-layer affair designed by McGuire. Its two outer layers have an 18-inch mesh, its inner an eight-inch.

When the net is lowered across the mouth of the cave, Miller and Englund cup hands to mouth and shout inside. Magnified by the close interior, this sounds appalling. The terrified seals hit water. Swimming out they become entangled in the net, dive, rise for air, and appear on the surface with heads neatly thrust through the inner eight-inch mesh of the net and their bodies held helpless in the other two.

Miller and Englund pick up their lassos and go to work. The broad Pacific sees some fine lariat play, especially if there happens to be a shark or a ferocious Stellar Sea Lion complicating the net. That night, however, six female seals are on their way to Germany by plane.

It all started back in 1902 when McGuire (no captain, then, and one only by courtesy now) reached the end of a business venture in Detroit. The venture had not been

successful. Picking up a copy of the old Detroit *Tribune* he noticed in the Business Chances column the following advertisement:

"Wanted: Party to finance trip to Santa Barbara, Calif., and return east, possibly Europe. \$2,500 cash. Profits guaranteed."

Ever since reading "Two Years Before the Mast" as a boy, the captain had been hankering to visit Santa Barbara. And ever since graduating from Cornell in 1876, he had been seeking his fortune without much luck. Yet he had saved \$2,500. He answered the advertisement.

Its author turned out to be an old sea salt, Capt. R. J. Mullet. He showed McGuire a sheaf of bona fide orders for seals from places like the Cincinnati Zoo and Lincoln Park in Chicago. A short time later, two hopeful speculators stood on Stearns Wharf, Santa Barbara. They found a man who would go and catch them some seals. He brought back 25 that looked rather beaten up to McGuire but before he and Mullet left the wharf a P. T. Barnum representative bought two.

Greatly heartened, the seal dealers started east by rail with 23 seals in a "furniture car." It was an uproarious trip, so far as the seals were concerned. McGuire and Mullet ended up half dead and more than half worn out from nursing their charges in such close quarters. The seals wouldn't eat, wouldn't be still, but came through beautifully.

McGuire now knows that seals do not want or need any food while traveling and are as unhappy when shut up in a box as humans would be. Being curious and sociable animals, they like to see what's going on, so now he sends them in mesh cages. And he lets the new owner—trainer or keeper—give the first meal in captivity. A seal is grateful and never forgets that first fish.

Mullet and McGuire disposed of half their original shipment to eastern buyers and then proceeded to Europe by way of the Royal Zoological Gardens in Antwerp, Belgium, making sales as they went until they reached Posen in what is now Poland. There they disposed of their last Santa Cruz Island captive for \$175.

Back home, they found themselves just about even, financially. Mullet departed for bigger and better things.

McGuire returned to Santa Barbara. During the next decade he made half a dozen "seal trips" to the east and Europe, establishing

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contacts and satisfying customers until a "McGuire seal" with a money-back guarantee of satisfaction was common currency among zoos and animal trainers. He discarded all the old catching techniques.

The first seals caught for him were obtained by building a fence along the then open-beach rookeries and driving the seals against the fence and knocking them over the head with a club. Stunned, they handled easily. But they were also sometimes injured or killed. McGuire substituted the present method.

He found that an 18-month-old female makes the best seal to train. He discovered, too, that a good portion of the 50 to 150 seals he handles annually are replacements. No zoo or circus can afford to be without its seals, but the animals begin to go blind at the age of ten. In natural state, this would mean death from enemies or by starvation, and even though in captivity they may survive a few more years, sooner or later the replacement order comes.

When you live as long as McGuire, there is time for many orders. He has handled more than 3,500 seals. Some of these have become fabulously valuable. On the average a trained seal is worth \$3,000 to \$4,000. Some, like Sharkey, the prize performer at Prof. Mark Huling's Seal College at Kingston, N. Y., are worth an estimated \$75,000 and earn as high as \$35,000 a year.

The seals have made the captain, himself, a fortune which he has put into everything from city real estate to government bonds.

"People must like to go to zoos when they're broke," the captain says. "My business is never better than during a depression."

"Captain," I said, "to what do you attribute your business success?"

For answer he handed me a sheet of stationery. The inscription on it read:

"I supply the world with sea lions."

As the captain enters his second century there is no sign that the inscription need be changed.

Productivity is an Attitude

(Continued from page 36)

is a major cause of our productivity. It means constant experimentation with new methods, ideas and approaches. "Almost every company we have seen," wrote a Scandinavian team, "was working on something new, something it was experimenting with, in foundry techniques or in personnel methods, in accounting or in merchandise. No two companies were alike. As a result, the entire industry is forever questioning its methods, working on improvements, trying to find a better way."

A group of European trade union leaders stressed in their talk to me the value of diversity and experimentation in American labor relations, even though it runs counter to European trade-union tradition.

"As long as you can maintain the union local and the individual management as the centers of labor relations," they said, "you will not only be safe from Communism; you will be able to make labor relations productive socially and economically. Bad labor relations can be made on an industry-wide or nationwide basis. Sound labor relations—that you have taught us here—require vigorous and imaginative unionism at the

bottom as well as at the top. They require a national union policy, but also constant experimentation, constant adaptation in the actual plant."

Even less expected and more baffling is the prevailing cooperation and the free interchange of ideas and experiences that our visitors find. They know when they arrive that American business is highly competitive; and they find even more competition than they usually expected—too much for most tastes. But intensive competition, they believe, must mean secretiveness. It must mean refusal to disclose anything that might help the competitor—if it does not mean absence of any contact with the outside world.

This explains why a group of European automobile men considered its visit to the annual meeting of the Society of Automotive Engineers its most interesting experience. "There were men from all the companies reading papers and telling everybody what they were doing, how it worked out, what difficulties they were running into and what future plans they had. Everybody answered the most searching questions frankly, and each finished the discussion of his

paper by inviting the men in the meeting to write to him or to call on him should they have any further question. And every one sounded as if he really meant it."

5. The importance of the human being.

Industrial training, management development programs, the opportunity for workers to rise to the top, are important factors in America's productive capacity. Such factors as the informality in plants and offices, the attention paid to making work easy for the worker, the skill of the foreman in leading his people, are only a few of the things every visiting team noticed and remarked on. Even our labor relations seem to them to be based on deep respect for human beings.

The "close cooperation" between stewards and management is remarked upon again and again; and several teams have underlined the "friendly and relaxed" atmosphere of our labor negotiations. That they are sincere in these compliments is shown by the fact that we are always being asked to include a labor relations expert in the American management teams that go to Europe.

What it all adds up to in the minds of our foreign visitors is that this country avails itself of a much larger percentage of its human resources than their own. We have not, of course, done a perfect job, perhaps not even a good job—as witness the need in almost all our major companies for elaborate programs to find, train and develop potential management men. But we have at least not thrown away altogether all major human resources in industry.

Just how much of these American attitudes have the productivity teams taken home with them? Techniques, processes, gadgets

Europe has adopted wholesale—and with good success in many cases. The productivity teams would be the first to stress, however, that techniques and processes without the underlying attitudes won't do much good. Yet precisely because it's attitudes that are important, success has been slow. For attitudes do not transplant fast or well. An added difficulty is that the top men in European companies can rarely spare six months—or even three—for a trip to the U. S.; hence teams have been largely composed of middle-management people who, when they get home, have a difficult time "selling the big boss."

The greatest obstacle, however, has been that the American beliefs and principles require something of which Europe has an incredible shortage: management. (In fact, it becomes quite obvious in talking to European teams that the major reason for the stranglehold of the cartel system on the European economy is not protectionism but simply the absence of management; the cartel largely eliminates the need for management by eliminating problems of pricing, merchandising, competition, labor relations or technical efficiency, and gets rid of whatever remains by unloading it on the cartel secretary.) For this reason the emphasis on the training and development of management on all levels that has recently emerged in the Marshall Plan countries represents a major victory; but it also means that progress will be slow.

Yet there have been spectacular "conversions"—with equally spectacular results in practically every country of Western Europe. And because the important things are attitudes, principles and policies rather than techniques, machines and processes, the one convert filled with evangelical fervor may well have the greatest impact.

After all, though we today take for granted the basic attitudes to which Europe credits our productivity, every one of them was, 30 or 40 years ago, nothing but the pet obsession of a few "visionary crackpots"; the concept of management, of productivity, of the mass market, the idea that human resources are the basic resource, etc. Certainly, the productivity teams supply something to Europe neither American dollars nor arms can supply: a constructive program, a goal and a vision. And when you talk to Europeans about the program you come to feel that it is also the most effective "Voice of America" reaching Europe today.



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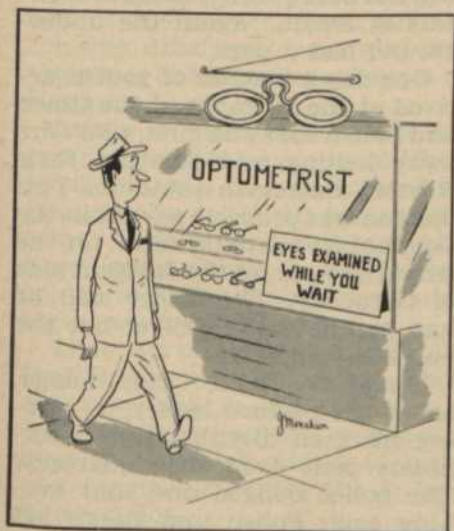
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Two Can Play at Sabotage

(Continued from page 27)

were infiltrated by freedom fighters who, if a showdown came, could dish out deadly treatment. And, of course, the trick ridiculed and exposed the duplicity of Communist aims—and ridicule is one of the most effective weapons for puncturing Red pretensions.

The underground war is being fought perhaps more bitterly in Germany than elsewhere, for in the American sector we have kept freedom alive at an outpost on the Iron Curtain where the Germans can readily make a comparison with the Russian system.

Many brave and embittered Germans work with us. One of the most effective German units is the "Fighting Group Against Inhumanity," led by Rainer Hildebrandt, a hard-hitting organization whose exploits in harassing German Communists and Russians are becoming legendary. But even plain, average German citizens of the Russian-occupied Eastern Zone are helping. Many of them come into the American sector continually at considerable risk to give information against Russian and German Communist secret police, informers, terrorists and guards at uranium mines in Czechoslovakia.

Berlin also is a battleground for German youth. Hitler corrupted one generation and we are trying to prevent the loss of another to Stalin. When the Russians held one of their youth festivals in their sector of Berlin last fall, Americans did highly effective work in giving the kids an insight into the free side of the world. As a result there have been indications that Russia will not hold another of these festivals in Berlin. Again the underground had a part.

One day a platoon of youths arrived at the barracks of the Czech and Polish boys and girls, who were away heiling and saluting their Russian masters in a stadium. This platoon was properly garbed in the Communist youth uniform, for the barracks were on the Russian side of Germany. The leader said he had pamphlets to deliver but the police barred entry.

Would the police then oblige, asked the platoon leader, by having his men distribute the pamphlets sent from headquarters? The police obliged and that evening each Polish and Czech kid

found anti-Russian literature on his bunk.

This was another instance of effective use of paper bullets. For the Communists it was a reminder that they were infiltrated.

Another time the underground brought out word that Communist inspectors planned raids on grain storage warehouses in the Eastern Zone and would confiscate whatever they considered surplus. A warning of the impending inspection was broadcast, and by the time the inspectors got around a great deal of grain had been hidden away. Several mill and warehouse operators avoided arrest by concealing excess supplies.

This is an example of passive resistance that is interfering with Russian-dictated production schedules in Czechoslovakia, Poland, Bulgaria, Hungary, Rumania and East Germany.

American agents as well as operatives of many other nationalities are infiltrating the Russian camp abroad. The Russian radio often screams that American spies, saboteurs, gangsters and diversionists are active in her midst.

Russia right now is hollering like a whipped bully. Spy trials and executions that have been occurring in Russia and the satellite countries during the past few months indicate that the Reds are having real fifth-column trouble.

Our Government, of course, is not admitting whether it actually is using such tactics. While 100 persons have been arrested as spies and saboteurs in Russia and her satellites during the past few months, most of them accused of being American agents, none was an American.

There is no truth in the spy charges that resulted in the imprisonment of William Oatis, *Associated Press* correspondent in Prague. Nor in the accusations of espionage, later reduced to violation of the border, made against the five American fliers who lost their way and were forced down in Hungary.

Russia, in rage, ordered the arrest of these Americans in an effort to discourage the real freedom fighters. No doubt she has caught some underground agents who were being aided by the United States to fight for the freedom of their own countries.

There are many freedom fighters that Russia is not catching. They are swarming in and out of the Iron Curtain, among oppressed peoples, keeping a flicker of hope and freedom alive for the D-Day of liberation.

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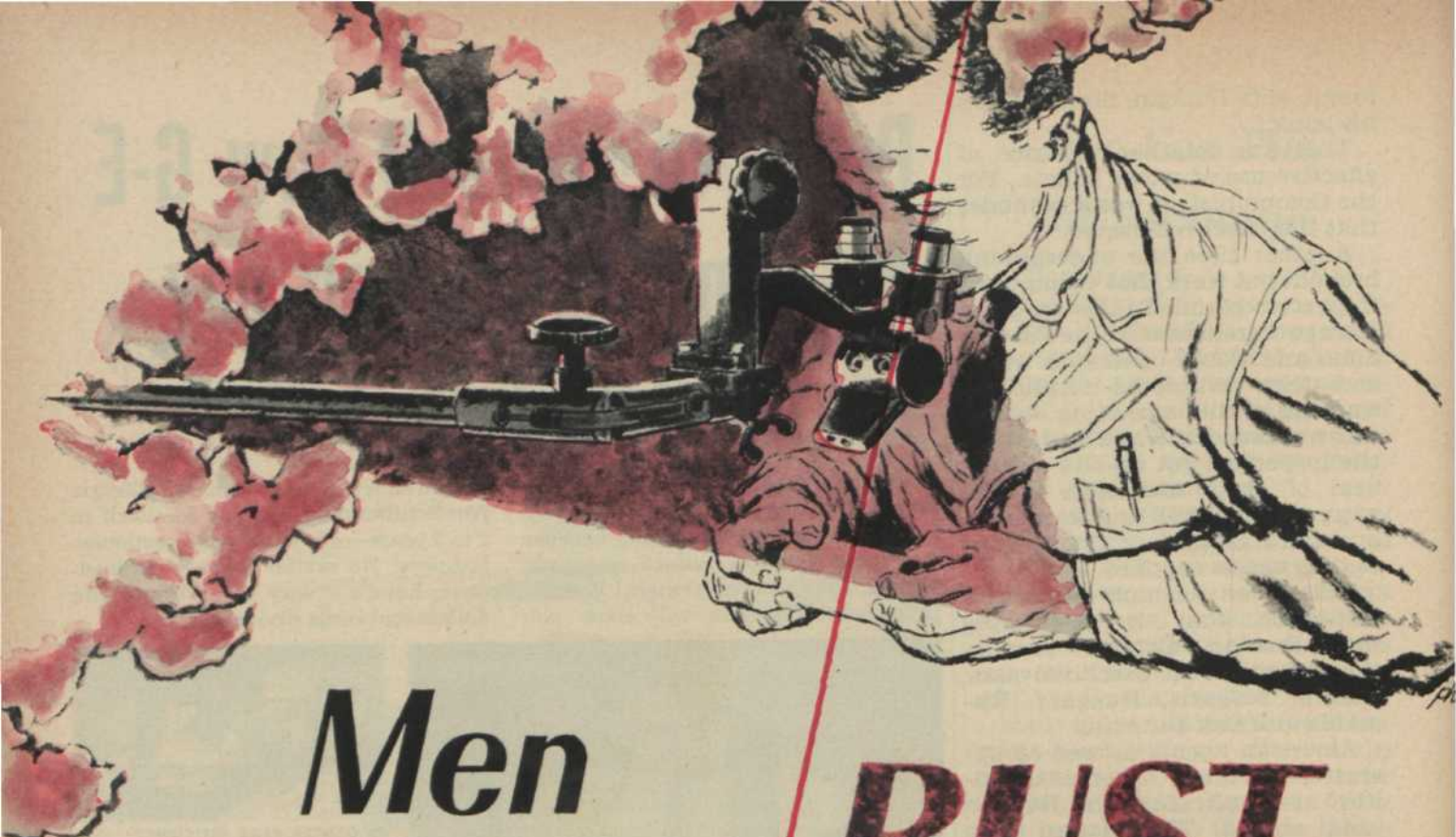
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GENERAL ELECTRIC





Men Against

RUST

By HARLAND MANCHESTER

IN A SMALL laboratory of the research building of the Westinghouse Corporation at Pittsburgh, Dr. Earl Gulbransen hung a tiny sliver of steel on the balance beam of one of the world's most sensitive scales, a device of his own invention. Then he added a little oxygen and water vapor to the glass-enclosed vacuum which surrounded the delicate mechanism.

"Just wait a bit," he said, "and we will look through this microscope at a graduated scale and catch rust in the very act of formation. Anything as light as one fourth of a millionth of a gram will tip the beam. We can weigh an invisible film of rust no more than an atom thick, and by reading the scale every few minutes, we can tell how fast rust builds up on all manner of metals and alloys, and determine the corrosive effect of various chemicals at different temperatures."

Dr. Gulbransen's laboratory is only one outpost in the far-flung battle of industry against the increasingly costly menace of corrosion. Most metal articles, ranging from a can opener to a giant tractor, fail through corrosion more

than from wear, and years of service are wasted as they are doomed to the scrap heap by rust. The constantly increasing mechanization of farm and factory and the displacement of wood by metals in hundreds of commonplace articles has made rust a major problem demanding counterattack on a tremendous scale.

Its cost to the United States each year has been pegged at \$5,500,000,000, or about \$37 annually for every man, woman and child. This sum is spent every 12 months to reduce or prevent the spread of the familiar reddish-brown "mold" that eats its way through pipelines, hot water tanks, steam boilers, automobile engines and bodies, oil refinery equipment, steel freight cars, metal roofs, wire fences, window screens and thousands of other items.

Breaking down this colossal total, Dr. Herbert H. Uhlig of the Massachusetts Institute of Technology estimates that \$2,000,000,000 is spent every year on paint, varnish and lacquer to protect metals, and that we spend another \$600,000,000 annually to maintain and replace the great network of

oil, water and gas lines that crisscross the nation underground. Corrosion, he states, is responsible for 60 per cent of the wear in internal combustion engines, costing drivers more than \$1,000,000,000 a year.

The nation's bill for replacing corroded mufflers runs to \$66,000,000, and at least \$225,000,000 a year is spent in replacing domestic hot water tanks chewed through by rust. Protection against rust by the use of metal platings and resistant alloys round out the annual bill. Huge indirect levies impossible to estimate are caused by spoilage of food in rusted cans, loss of oil, gas, water and chemicals through corroded pipes, loss of life and limb from explosions and machine failures, and time lost for shutdowns.

The first step in the fight is to find out how and why rust forms, and Dr. Gulbransen's vacuum microbalance, now used in many other industrial and university laboratories, is an important aid in the battery of complicated instruments being leveled at corrosion. His laboratory also holds a specially designed electron camera—

far more powerful than any optical device, which "blows up" portraits of apparently smooth metal surfaces so that they look like rugged landscapes. A tiny built-in furnace creates intense heat, so that the metals can be photographed as they will react to different temperatures, gases and pressures when in actual service. And there is an electron-diffraction camera by which he is able to identify the chemical nature of the experimental rust which is formed.

With these three tools the scientist can tell what the invader looks like, what it is made of and how fast it grows, and often can forecast accurately the behavior of any metal in its lifelong battle with corrosion. In this age of alloys, new metallic combinations are appearing all the time. It is faster and cheaper to test their vulnerability in the laboratory than to build machines with them and run them until they break down. By learning more about the basic nature of corrosion, scientists hope to pave the way for discoveries which may double the lives of machines, pipes and gadgets.

While the most common form of corrosion is the familiar red rust that forms on a tool left in a damp cellar, the research man is concerned with many other kinds caused by chemical attack and combinations of metal with oxygen at high temperatures. Laboratory work on heat corrosion gives you a bonus every time you turn on an electric toaster or stove. The nickel-chromium heating units, which are eventually chewed through by high-temperature corrosion, last at least 15 times as long as they did in 1930.

"They were improved by throwing in a little silicon," said Dr. Gulbransen. In their efforts to improve metals and alloys, experimenters often add dashes of common elements generally regarded as impurities.

But Dr. Gulbransen and his colleagues have not stopped there. In his laboratory and others, pinches of every element in the atomic table are being added to nickel-chromium alloys to see what will happen. Not only home devices benefit by such research. The speed of jet planes depends largely on the resistance of the turbine blades to heat corrosion. When you hear of a new speed record, the real cause may well be a pinch of "dirt" in some corrosion laboratory.

Wet corrosion, the scientist's name for the formation of red rust, is responsible for a large fraction

If you think you've cleaned out all your dormant scrap **PLEASE LOOK AGAIN**

MAYBE you're like the prominent manufacturer who, when first approached by the Committee on Iron and Steel Scrap, stated: "We have well organized Salvage Departments in all our plants who accumulate and dispose of retired equipment as scrap so that the operation is continuous and up to date."

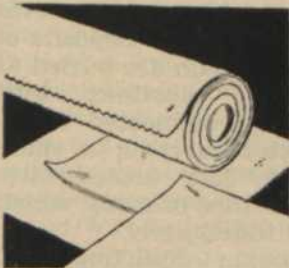
However, when a second appeal was made, pointing out how desperately scrap was needed, and requesting that he make a further, thorough search to see if additional dormant scrap could not be uncovered, here's what happened: 1,469.6 tons of scrap iron and steel were brought to light and sold.

"These findings," said the manufacturer, "certainly bear out your contention that special scrap drives can turn up large quantities of valuable scrap."

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This job of getting out every last pound of industry's dormant scrap is primarily one for top management—for you men, who alone have the authority to say "Scrap that Stuff." Without your personal and wholehearted cooperation, enough scrap will not be turned in. Without this scrap, the steel that industry must have to keep the wheels turning will not be turned out. That's why it's so important that you look again, and look hard.

*Let us add your name to this
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THE NORTHWEST PAPER CO. manufacturers of "Pedigreed Papers," write from Cloquet, Minn., "We will be glad to do all we can to get ferrous scrap out of its resting places and into the steel mills. We have gone at it more intensively than ever this year and during the first five months have shipped out 354 tons of scrap, a 125% increase over the same period last year. We will continue our intensive efforts along this line."



JOHNSON & JOHNSON famous name in the field of surgical dressings and hospital supplies report progress in their campaign to salvage iron and steel scrap: "In our New Brunswick Plant alone, where this campaign is already in progress, we recovered and sold a total of 28 tons of scrap during the months of June and July. Further substantial quantities will be salvaged here in New Brunswick, as well as in our other mills, during coming months."



AEOLIAN AMERICAN CORPORATION maker of fine pianos, writes: "The piano industry has appointed its own special committee on scrap salvage and we have already inaugurated a very intensive program for salvaging iron and steel scrap. As a result of our salvage activities we have disposed of almost 23 tons of scrap, so that you can see that we have made a pretty thorough campaign on this."

†These Scrap Drive reports are excerpted from letters to the American Iron and Steel Institute, Committee on Iron and Steel Scrap.



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of the great annual loss. It is caused by a combination of oxygen and moisture. Oxygen alone will not cause rust; on the contrary, it protects the metal by reacting with it to form an invisibly thin film of metal oxide, which prevents further inroads. For this reason, iron pillars which have stood for centuries in the dry climate of Egypt show little sign of corrosion. But when moisture is present, things begin to happen.

According to the theory held by most experts, the combination forms a series of electric batteries on the surface of the metal, with the water providing a path for the current to flow between two poles. Metal is eaten away by electrochemical action, as iron combines with oxygen to form ferric oxide, or rust. If nothing is done to stop or redirect the flow of current, it keeps on going until the metal is eaten through at a particular spot. That is what happens to a hot water tank, and to pipelines and communication cables buried in moisture-soaked earth.

Pipelines of all kinds are commonly "overdesigned" to postpone the day when rust will lead to leakage and replacement, thus using great additional amounts of iron and steel. It has been computed that if you could reduce the thickness of an eight-inch diameter oil pipeline from a third to a quarter of an inch, 16 tons of steel could be saved for every mile.

An ingenious method of thwarting the electric battery action of rust is coming into wider use every year. It's like staking out a goat for the man-eating tiger. Deposits of scrap iron or carbon are buried at intervals near pipelines, with which they are connected by an electric circuit carrying a small current. The "bait" disintegrates instead of the pipe or cable, which is protected indefinitely.

At the Panama Canal, huge steel gates 75 feet high and seven feet thick have been protected from rust for several years by the use of steel anodes connected with the gates by a small current. The cost of installation was \$1,000 a gate—less than half of one per cent of the cost of replacing the gates.

The increased use of electric power has greatly accelerated pipeline corrosion, for when pipelines pass near motors or installations, currents are set up which hasten rust, often in the threads where pipes are joined together. Underground piping of all sorts may be attacked by the stray currents, so every large city now has a committee which oversees new

installations which might corrode or be corroded, and grants permission before they can be made.

In recent years a new cause of pipe-consuming rust has been discovered—bacterial corrosion. Some people believe this is caused by "metal termites" which actually chew away the metal; the truth is that the bacteria secrete an acid which causes the damage. Special coatings are used to protect pipes against this attack.

So-called "sacrificial anodes" often made of magnesium, aluminum or other light metals are sometimes buried near underground pipelines or metal structures. Using no power, they attract the corroding current. This has turned out to be of great value to the home owner, whose most serious rust problem is probably the corrosion of galvanized hot water tanks.

Many people pay higher prices for Monel, copper, or glass-lined tanks, but the galvanized tank is still the most widely used. The increased use of automatic washing machines and dishwashers makes tanks rust faster because people usually set up the thermostat. As a general rule, the hotter the water, the shorter the life of the tank.

The Dow Chemical Company has developed a new rust-fighter for this job—a sacrificial anode of magnesium. Linked bars of the



light metal are lowered through the hot water outlet at the tap and suspended permanently in the center of the cylinder, and the corroding electrochemical process works on the magnesium instead of pitting the inside of the tank. When installed in the new tanks, the anode combats the initial formation of rust, and in already rusted tanks it interrupts the destructive action. While the value of the device depends somewhat on the nature of the water supply, in many cases it will extend the life of the tank by several years, and it is being widely adopted.

The automobile presents the toughest corrosion problem; corrosion, not wear, sends most cars to the junkheap.

F. L. LaQue, head of the corrosion engineering section of the Society of Automotive Engineers, proposes that the underbodies of cars be designed to channel warm air from beneath the hood for quick drying. Salt used to melt ice on highways is a great corroder of fenders, he points out, both because of its direct corrosive action, and because it sticks to fenders and absorbs moisture even in the garage. You can combat the salt action by washing your car oftener during the winter.

A costly corrosion problem arises in the manufacture of fine instruments with polished faces—ball bearings, piston rings and gears with close tolerances. Perspiration from the hands of workers is one of the first offenders. Even on a mild day, fingerprints made in the factory can "plant seeds" of rust which may show up in 24 hours and cause rejection of the part. The chief villain is the salt in the dried perspiration, which soaks up water like a sponge, and the water, in combination with oxygen, sets up the electrolytic process which causes rust.

Corrosion research men of the Socony-Vacuum Company have examined the perspiration of many types of people, and have discovered the curious fact that employes with curly red hair are more of a menace in this respect than others. They have mixed a synthetic sweat composed of lactic acid, urea, salt and water, and are using it in the laboratory to blend cleansing oils which will remove fingerprint deposits.

Instrument companies have found that if an employe has a cold or other physical upset it may increase the acidity of sweat and "poison" fine metal parts. Slushing oils must be used to remove the effects of fingerprints, and in many

plants, air-conditioning is a must to check perspiration.

Another costly item in the national corrosion bill is the astronomical total of man-hours spent in removing protective grease and gunk from new machine parts and tools before they can be used. The Shell Development Company, after many years of research, has produced a new chemical called VPI, which when placed inside a bag or carton in the form of crystals or applied to the container as a coating, slowly vaporizes and forms a clean, invisible, rust-preventing coating on the surface of the metal. Moisture in the air makes no difference; in fact, a piece of bare, polished steel can be left immersed for years in water containing VPI with no sign of rust.

Shell licensees are manufacturing paper containers coated with VPI. Hermetic sealing is not necessary, and the slowly vaporizing chemical will keep rust at bay for periods of a year or two, depending on the type of package. For the man with a workshop, there is a VPI-impregnated paper sheath tailored to fit the blade of a hand-saw, which gives protection during shipment and also provides the owner with a simple method of keeping the saw rust-free when it is not in use.

In England, metal laundries using a new chemical de-rusting process are reclaiming thousands of tons a month of all manner of articles including ship turbines, artillery shells, gun barrels and mountings, Army mess kits, car chassis, machine tools and nuts and bolts. The rust-encrusted articles go through a huge vat containing an electrolytic alkaline solution which removes both grease and rust and imparts a polish. Other de-rusting baths have been used before, but this new process, developed during World War II, is said to be faster, cheaper and more effective.

Until the millennium arrives when everything will be made of stainless steel, titanium, or other rust-resistant metals and alloys yet to be developed, corrosion will continue to exact its costly toll in money, man-hours and metals.

"We are going farther and farther afield for metals of all kinds," said Dr. Gulbransen, "and in the interests of conservation we should redouble our investigations into all ways of checking corrosion. It is one of the most challenging fields in applied science—a single important advance might save hundreds of millions in plant construction, or equal the discovery of a dozen bonanza mines."

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Who's Who—and Why

(Continued from page 33)

have hoped to escape attention, but by your very success, particularly in some service to science, education, religion or welfare, you are a public figure. "Who's Who" believes its duty is to make such factual information available.

It therefore lists you for publication. You receive a deferential letter, asking you to fill out a questionnaire. You may send it back blank. Researchers thereupon set out to gather information about you from libraries, newspaper morgues and persons who know you. This is condensed into a sketch and you receive a copy for verification. If you still refuse, they print it with an asterisk, explaining the circumstance.

A substantial proportion of the write-ups are "automatic"—the person's official position determines his inclusion. For instance, the President, Vice President, cabinet members, congressmen, federal judges, governors and attorneys general of the states, ambassadors, Army officers above colonel and Navy officers above captain, go into print per se. Likewise, presidents of the larger banks and corporations and superintendents of schools and librarians in our largest cities.

Living authors of books receiving recognition either by the general public or by educational, scientific or literary groups; heads of the larger universities and colleges and of important societies devoted to philanthropic, educational and scientific aims; bishops and chief ecclesiastics of all major denominations; members of the National Academy of Design, American Academy of Arts and Letters, and the National Institute of Arts and Letters, likewise are in "Who's Who."

But most of the names are obtained by constant research by the publication's staff, and by the voluntary service of a host of "fans" who keep an eye open for persons of exceptional achievement and public interest. Just as every newspaper has its loyal readers who tip off a good story to the editor, so the faithful keep a stream of clippings and personal letters flowing into the office building in Chicago, which doubtless houses the greatest collection of biographies—and priceless autographs, too—in the world.

The preliminary launching of

"Who's Who" took place in 1897. Publication occurred in 1899, the first volume containing 827 pages and 8,602 sketches. More than 3,000 pages and 44,640 biographies are included in the 1952-53 edition, the twenty-sixth. It has 3,446 more names than the previous issue of two years ago, and 9,700 new sketches.

The latest crop of neophytes just about runs the gamut of human activities. Among them are Rudolph Halley, TV star of the Kefauver crime investigation; Sid Caesar and Imogene Coca, entertainers skyrocketed to fame by video—likewise Burr Tillstrom of "Kukla, Fran and Ollie"; Michael Di Salle, former OPS boss; Perle Mesta, envoy extraordinary to Luxembourg; Joseph S. Clark, Jr., and Alex M. Clark, new mayors respectively of Philadelphia and Indianapolis; Percy Julian, Negro scientist; symphony conductor Rafael Kubelik; comedians Jimmy Durante, Jerry Lewis and Dean Martin; commentator John Cameron Swayze; Lamar Fleming, New Orleans cotton broker; Nobel Prize winners John Cockcroft and E. T. S. Walton in physics, Par Fabian Lagerkvist in literature, and Max Theiler in medicine and physiology; Mario Lanza, tenor; Agnes de Mille, choreographer.

You are never "off limits" when it comes to age. You can be in rompers or patriarch's garb and still make the coveted pages. Margaret O'Brien, child movie actress, retains her "championship" as the youngest in the book. She passed her fifteenth birthday Jan. 15. The champ among the oldsters is Edward A. Uehling, an engineer of West Allis, Wis., who has led the age parade for several editions. He is a spry, alert fellow of 103 years.

Speaking of age, "Who's Who" editors accept—sometimes with tongue in the cheek and twinkle in the eye—each biographee's statement as to date of birth; if preferred, no tell-tale year is given. The ladies live up to tradition in this record—30 per cent conceal the number of their years while only 2.5 per cent of the men keep it a secret. On the other hand, males score in being the subjects of more than 90 per cent of the sketches. Actresses are most given to fibbing about their ages—Maude Adams being a notable exception. She has named only one birth date, Nov. 11, 1872, through all editions

since the beginning. Even noted men are fallible about their ages—maybe confused is a more charitable word. The historian, Charles Francis Adams, initially listed himself as born in 1833; a couple of volumes later he changed it to read 1835.

The editors had to interfere in the case of two prominent brothers because of the imminence of a "birthday collision." From edition to edition the younger brother got older, but the older one grew younger, until the publication stopped further checking off of years by the elder.

Most space in the book is accorded Thomas J. Watson, chairman of the International Business Machines Corporation, whose sketch has been the longest through several editions. It takes 194 lines, or almost two thirds of a page, to register the array of memberships, official positions, degrees, honors, achievements and other facts in his life. Watson's sketch tops by 49 lines the previous record of many years held by the late Samuel Untermyer.

Only four Trumans are listed, three of whom comprise the presidential family. It takes 26 lines to tell the story of Harry S.; 13 to sketch Margaret, a newcomer to the 1952-53 edition; and seven lines to tell of Bess, mistress of the White House. Another Truman is Dr. George C., of Mesa, Ariz., retired medical officer and public health official.

Space given to a person is not necessarily a measure of merit. The book is in no way eulogistic; it is the factual chronicle of a biographee's vital statistics, education, politics, religion, degrees, honors, awards, memberships and achievements. The aim is to make essential information about him readily available for reference purposes. A man with one major interest in life may profoundly affect the course of human events, yet be sketched in a few lines, while a big-name figure with fingers in many pies may get two or three times as much space.

The national "center of gravity" in higher education has swung to the Middle West, according to a mortarboard analysis of 1952-53 write-ups. The graduate and post-graduate records show that colleges and universities of the Mississippi and Missouri Valleys dominate the nation's leadership, having taken over the lead held for many years by New England institutions. More than 11,000 or 37 per cent of the college graduates now hail from the prairie region. Col-

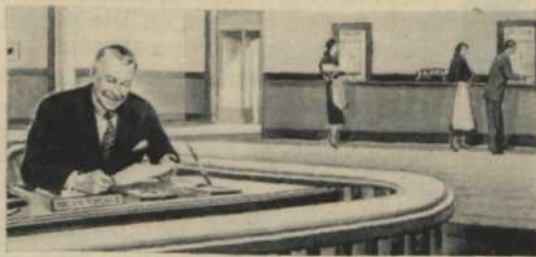
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leges and universities of the Pacific Coast and the Southwest show the biggest percentage gain in the past 25 years.

Harvard still rates first in numbers of alumni listed, with Yale running a close second. Yet the champion must look to his laurels, for his gain is only 11 per cent since 1937, while the University of Chicago has skyrocketed 85 per cent, the University of Wisconsin 71 per cent.

One might parody the ditty "There's Something About a Soldier" with a version of "There's Something About a Collegian," when it comes to crashing the admittance gates. Back in 1927 a modest 57 per cent were college graduates; during the decade following the increase was only two per cent, thus 59 out of 100 in 1937 had a degree. The record has snowballed since then—the 1952 book shows more than 70 per cent as having been graduated from a college. It should be made clear that having a degree, or the lack of one, has no bearing on the acceptance of a subject for a sketch.

The new book gives a shot-in-the-arm to protagonists of small colleges. They have a barrel of ammunition to shoot at the skeptics who jeer that the "day of the small college is done," the principal item being that small colleges with a few hundred students each show four times as many alumni in "Who's Who" in proportion to numbers as do the giant universities with their multiplied thousands of enrollees.

A flavor of internationalism creeps out in the listing of nonresidents of the United States who are currently of special interest to Americans. Among those who get a listing in the new edition for the first time are Premier Mossadegh of Iran; King Farouk of Egypt; Premier Al-Hakim of Syria; Alberto Gainze Paz, editor of the banned *La Prensa* of Argentina; King Frederick of Denmark; Mao Tse-tung, Red China leader; Federico Chaves, president of Paraguay; and the Dalai Lama of Tibet.

Ten years ago the publishers decided to issue a volume called "Who Was Who," containing the sketches of all the deceased biographees of the editions from 1899 to 1942. Several years later a second edition followed; it contained sketches, together with date of death and place of burial, of the 31,000 non-living of the 99,000 listed in the first 25 editions. Periodically new issues will be made.

"Who's Who" is operated as a partnership, the owners being Mr.

and Mrs. Wheeler Sammons. It was the brain child of an earlier Chicago publisher, Albert N. Marquis, who in the 1890's got the idea that a biographical reference volume listing prominent Americans and their achievements was greatly needed. He spotted an English publication, "Who's Who," and decided "Who's Who in America" would be a fitting title. But the foreign version which consisted then of a list of royalty and blue bloods, together with titles, honors, decorations, and the like—a sort of deluxe social register classification—had little but the name to offer Marquis. He wanted to know more of what a man did than what he was born to.

It was a struggle in the early days to convince people that the project wasn't just another biographical racket—you pay and you get eulogized. Many questionnaires were returned blank. But Marquis kept hammering at the theme that biographees did not have to pay or buy a book—the same rule holds good today. Eventually he got the cooperation he desired. As editions followed, each one kept to a rigid standard of integrity, accuracy and coverage.

Marquis operated the enterprise until 1926, when he sold it to Sammons, president of a Chicago publishing house specializing in business magazines. Marquis was most concerned that "Who's Who" fall into reputable hands. He continued in an advisory editorial capacity until his death in 1943. Sammons has as a measuring rod for subjects, "widespread prominence in creditable lines of effort." He tends to emphasize the cultural, scientific, educational, artistic, technical, professional, business, governmental and diplomatic aspects, but he includes entertainers of many categories. However, he bans sportsmen and physical competition champions unless they have attained distinction in some other field.

A random check turns up some picturesque items. Scientists take the longest time to make the book, entertainers the shortest. Those quickest in returning biographical sketches are newcomers to the book, while the most famous usually afford the briefest replies.

Mistakes show up occasionally, although proof-reading is rigid and repetitive. In the 1952-53 edition one biographee's name is reversed, and another sketch has some question marks in it, as if it were dubious.

"Just typographical," explain the editors. "We try to catch all

mistakes, but some—diabolically, it seems—slip through.”

“Who’s Who” keeps pace with the changing times by issuing a monthly supplement of sketches of those currently prominent. This listing of several hundred affords a feeder for the biennial volume—but only a fraction of the “temporaries” make the grade as “permanents.”

Each biographee is regarded as the “fountainhead” of information about himself—he’s trusted not to “pad” his record. The book is rigidly stylized, and extraneous matter is blue-penciled.

The listing may be top-heavy in one category, sparse in another; this is inevitable, because there is no allotment of sketches to any group. Aside from the “musts” due to high position, every subject is considered on his merits and general prominence alone.

Every issue is a compendium of facts of remarkable accuracy and dependability, yet each contains the names, addresses and biographies of a couple of fictitious characters—included for a unique purpose. “Who’s Who” names are occasionally used by promoters—legitimate and otherwise. It is a coveted list of top Americans that couldn’t be duplicated at lavish cost, if at all. Once in a while racketeers seek to exploit it. The phony sketches enable Sammons and his assistants, through the mail addressed to the “dummies,” to keep a check on schemers and to fight them.

After battling plagiarists who attempt to capitalize on the reputation of “Who’s Who” by introducing its name in other fields, Sammons got an order from the Federal Trade Commission protecting his rights to it. Also, the U. S. District Court has rendered a decision that “Who’s Who” is entitled to sole rights to the use of the name.

Recently “Who’s Who” invaded a grade school classroom as a new variety of textbook. An imaginative teacher conceived the idea of selecting a rugged biography from it for use by her pupils. She taught them to understand the symbols and abbreviations in the sketch, and to write out in their own way the story of the subject’s career.

“It proved exciting stuff,” she said, “and the kids really got ideas about success. Sort of reminds me of the old McGuffey readers, which were loaded with heroics for youngsters. It seemed to stir my youngsters to set up big objectives for themselves—maybe one of them will turn out to be a candidate for ‘Who’s Who’ some day.”

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3. Think a fireproof building is sure-fire protection? Actually, such a building just walls-in a fire that starts in your office . . . makes it even hotter!



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Every Man's His Own Pipe Expert



By PHIL DESSAUER

TWO to one you can't guess what becomes of worn-out tenpins when their bowling days are over. Give up? Well, some of them may find jobs as doorstops or muscle-builders, but a shop in Washington, D. C., offers the strangest career of all—in the manufacture of tobacco pipes.

Does that mean the fine briar you've been smoking is actually just a hunk of tired tenpin? Not at all. The pins that have reached the end of life's alley are used merely to cut models of pipes, because the maple wood is close-grained and tough, like briar itself.

With a tenpin at hand, a shop with enough equipment can make any pipe a smoker might design—although it's not clear why anyone would need to go beyond the scores of models already available.

The number appears wide enough to satisfy anybody—anybody but pipe smokers, that is. A man in Philadelphia has his pipes made entirely of briar, because he doesn't like rubber bits. An inventor orders a pipe within a pipe; an inner bowl that cuts down the tobacco space to the breadth of a pencil. He likes a big pipe but not much tobacco. A Houston, Texas, man buys custom-made models with metal bands around the shank bearing his initials. It seems he has a habit of putting his pipes down and forgetting them.

In the 100-odd years since briar first was used for smoking, the pipe has won wide acceptance as the smoke of relaxation, and a businessman in Baltimore puts this theory to practical use. Though actually he isn't a pipe smoker, he

keeps a good briar on his desk for emergencies. When a question comes up that he can't or doesn't want to answer right away, he picks up the pipe, lights it with great care and slowly puffs away, "thinking over" his reply.

The latest census figures available, for 1947, show American manufacturers shipping nearly 38,000,000 pipes annually to jobbers and retailers. Many more come across the Atlantic from England.

The real asset of pipe smoking is that every man can be his own expert. No matter what anyone tells you, the pipe you smoke is the pipe you like, whether it cost \$20 or was thrown in free with a package of drugstore tobacco.

And, usually, the better the briar the better the taste, but every smoker knows his tongue recognizes no price tag. The corn-cob community of Washington, Mo., still turns out thousands of sweet-smoking Missouri Meerschaums selling for as little as 25 cents.

The average pipe fancier owns at least one high-class briar or hopes to own one. But as likely as not, when he shops for it he doesn't know what he's looking for. He likes to act like a sharp-eye, but he can't tell imported briar from firewood.

Picking out a good briar involves three big factors: appearance, quality of the briar and, of course, the cost. Within a given price range, most smokers make their selection largely on looks.

The countless pipe shapes can be reduced to a few basic models, which go by such names as Billiard, Bulldog, Dublin, Pot, Canadian,

Apple and Pear. Then we have variations: Small Billiard; Small Billiard, Heavy Shank; Small Billiard, Long Shank; Slim Billiard; Medium Billiard; Medium Billiard, Short Bit; Chub Billiard and so on to second cousin Billiards. But don't go away; next come the Author, Church Warden, Prince of Wales and Oom Paul. Stems are Bent, Half Bent or Full Bent—except those that aren't even slightly bent—and into the mouth go the flush bit, saddle bit and stembiter (for the man who chews his pipe like a cigar).

The pipe world also has its color line. Natural briar comes in a light tan shade, and a few pipe makers believe this is its prime state. Adding stain or varnish, they argue, only closes the pores of the briar and causes tongue-bite.

The natural-briar supporters also point out that all but the perfect—and most expensive—briar is pitted with "pinholes," tiny pocks caused by insects nibbling at the root of the shrub it comes from. These little holes have to be filled with a type of putty, and in natural briar the filled places are easily detected. The purity group snorts that the paint-and-varnish boys stain their pipes just to hide the flaws.

To this argument the stainers reply that they bake all the tars out of the briar before it is colored, and that the deep brown or red color adds beauty to the pipe. Furthermore, they insist, reputable manufacturers wouldn't stoop to fool the public; their products are priced according to the grain and nature of the briar and a top-grade pipe won't have any holes whether its finish is natural, walnut, red or polka-dotted.

The shopper can choose a side and get in this hassle or stay on the sideline and enjoy a good smoke. But in any case his best bet is to take a good look at any pipe he buys to see whether it's badly pock-marked. The holes probably won't affect the smoking quality, but they should affect the price.

Whatever a pipe's name, shape or color, the thing that gives it smoking value is the briar it's made from. What is this briar?

To answer that one, we have to take a trip to any of several areas touching the Mediterranean: southern France, Italy, Algeria, Sicily, Corsica and others. In these lands grows the white, or tree, heath, a scrubby shrub that fights for its life in rocky soil, parched and burned by the sun and whipped by gales from the sea.

After 40 years or more of this

battle the shrub itself is a straggly weakling beyond help, but its roots have formed tough, close-grained burls or crowns partially exposed at the surface of the earth. These are the raw material of briar pipes.

Because of the value of the briar, some of the countries regulate its extraction. Algeria, for example, grants permission to dig the roots only at certain favorable times, usually beginning in November. Later they are cut into small blocks.

These blocks, each a potential pipe, are boiled to remove the sap and resins, then aged and dried in sheds. The pipe companies provide additional curing; one firm bakes its briar six weeks at high temperatures—an operation said to take the place of 100 days of smoking.

The manufacturers say that until the blocks are cut into bowl-shapes they can't tell which will make top-quality pipes. Straight-grain briar—with its lines running from the bottom of the bowl vertically to the top—comes from the heart of the burl.

After the briar and its companion parts have gone through many steps—one company counts 128—the finished pipe is ready to be sold. The price should have a direct relationship to the scarcity of pinholes and the pattern of the grain. A straight-grain, for example, usually runs from \$10 to \$25, but a bargain-hunter may find a prize in a "second"—with perfect grain but too many pocks to land in the top drawer. Straight-grain seconds, their smoking qualities unimpaired, sometimes sell for as little as \$2.50.

And, one has the right to choose a pipe with or without "plumbing." The filter fan can select from such devices as the goo-trap, the drinkless fitment, the absorbent changeable filter, the fluid-tight washer and the ball-cleaner extension, to name only a few.

Most smokers prefer a filtered smoke, but abroad it's a different story. The company that makes one of the best-advertised filters sends its pipes overseas free of any attachments.

So, you pay your money and pick your pipe—with or without plumbing. Now all you have to do is break it in.

Mark Twain may have had the right idea. The story goes that he paid a man \$1 apiece to break in his ten cent corncocks. But in the absence of such stand-in assistance there's definitely no shortage of advice.

Some experts say the bowl should be soaked about an hour in a glass of cool water to keep it from char-



Fire photo by Illinois State Journal and Register

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ring or burning. Another group suggests wetting with whisky ("A waste of good Scotch," reports one dissenter). Somebody else preps the bowl with a hot poker, and many smokers wet the inner surface with wine, rum, honey, sugar-and-water or just plain water. Still others scorn anything in their pipes but tobacco.

Another tip is to fill the pipe only half full at first, or alternate half-filled and full bowls until a definite carbon cake has formed all the way to the bottom.

Pack your tobacco firm but not tight. A loosely filled pipe smokes hot; it may burn the bowl as well as your tongue.

Smoke slowly. Puffing too fast will overheat the bowl.

Build up an even cake but keep it to about the thickness of a penny, or its expansion may cause the bowl to crack.

Empty your pipe immediately after smoking, then blow through it to expel stale smoke. Afterward run a pipe cleaner through it and set the pipe upright, stem pointing up. This enables air to circulate through it and evaporate the moisture.

Most veteran smokers rotate their pipes.

Through the years, pipes have been fashioned of clay, jade, iron, silver, gold, walrus teeth, coconut shells and meerschaum. In Egypt a favorite is the "Hubbly-Bubbly," made out of old beer cans partly filled with water and smoked through bamboo reeds.

Briar first was used in the middle of the nineteenth century, and there are at least two stories of the origin. According to one version, a French pipe maker was visiting the birthplace of Napoleon in Corsica and accidentally broke his only pipe. With no meerschaum handy, he carved a temporary bowl from a native root—the "bruyere" of the tree-heath—and found it so sweet and tough that he ordered some sent to his shop.

The other story is laid in Saint Claude, France, where a certain woodworker had his shop. One day a buyer of wine taps brought in some bruyere from Spain. He'd been looking for some hard wood to make taps for wine casks and spigots for beer barrels. The bruyere did such a good job that the tap buyer decided it might be tough enough to make a smoking pipe. It was.

From this beginning—whichever story may be correct—the briar pipe has come to be accepted in the drawing room as well as on the road gang.

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NATION'S BUSINESS
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Top Man On The Dock

(Continued from page 47)

planes of other lines. As air travel boomed it exceeded surface travel over the historic Matson route between California and Hawaii and on to Australia.

Matson bagged only a small share of this business, because the Civil Aeronautics Board refused to certify a steamship line as an airline operator. At the same time it granted certificates to two mainland operators, in addition to Pan American Airways. Matson, flying as a 50-50 partner with Pan American, was ordered to divest itself of Pan Am holdings. When Matson finally sold its last planes in 1949 and folded its airmotive engineering subsidiary, it had just about broken even on these ventures.

As a result of these wartime and postwar changes, Matson directors found themselves in charge of a sprawling company with assets of some \$80,000,000 spread over several businesses—freight hauling, bulk sugar handling plants, tourist promotion, hotel operation, shipyard work, airline pioneering, automotive engineering, real estate holdings both on the mainland and in the islands, and stevedoring—with all of them facing uncertainties. Hawaiian shareholders complained that the company had slipped away from the islands and ought to come back home again.

The directors met this rumbling in 1948 by electing an interim president, John Cushing, whose No. 1 mission was to find a successor who could reorganize Matson again into a tight-operating steamship company with hotels to house its passengers in the islands. Cushing's hunt wound up in Honolulu, where he persuaded Sevier to become executive vice president of Matson in the summer of 1949.

Ironically, when Sevier and his wife and their three children, John, Philip, and Electa, arrived in San Francisco, they found that a water front strike had tied up their furniture in the hold of a Matson ship in the middle of San Francisco harbor. They ate off card tables for the first month in their new home.

Sevier moved into his new office, only a few blocks from where he had started on the docks, with high hopes that the ideas he had used successfully in Hawaii would solve the company's labor problems on the Pacific Coast. On first-name terms with the heads of the mari-

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time unions, he was convinced that labor would believe him and reciprocate, if he made it clear that "Matson isn't in anybody's corner," as he put it.

Instead, he ran head-on into a bitter and long-drawn-out strike, a contest in which the company was caught in the drive of right-wing unions to squeeze left-wing labor leaders off the Pacific maritime horizon. Matson, the largest employer, became the union leaders' whipping boy, and when the strike ended Sevier was a disillusioned employer. He still refuses to take sides between unions, contending whomever Matson employees elect to represent them in collective bargaining is the leadership with whom to deal.

To his shareholders, Sevier's promotion to president symbolized the return of the company to the Hawaiian Islands. One of his first acts was to assign two researchers to study ways of streamlining the loose-hung organization. Another team worked on a survey of how more of the company's work could be done in the islands. They found that the repair work on ships, the refurbishing, the laundry, and other services were concentrated in a five-story building on the San Francisco water front. This work Sevier moved out to Honolulu, the one port where all Matson ships call. The result has been several hundred new jobs for islanders.

The survey revealed that the company could buy many supplies in the islands as economically as on the mainland. This not only made business for island suppliers, but in many cases made business for Matson, which hauled the bulk of the freight to the islands. Incidentally, it refuted any contention that the line's freight charges were responsible for the high cost of living in the islands.

When Matson was obliged to raise freight rates to meet rising operating costs, Sevier decided to go out and tell the people about it. He dreads making a speech so much that merely thinking about it brings color up the back of his neck.

Sevier delivered the news about rate increases in a series of talks before shippers, and invited them to a give-and-take discussion of the company's and the customers' dilemma of rising costs. As a result of this forthright approach, Matson came out of the freight-rise ordeal with increased good will.

In April, 1951, the line's owners were treated to something new in the way of a shareholders meeting. Invited by Sevier to gather in the

lounge of the liner *Lurline*, their largest single piece of property, they found the ship gaily dressed with flags and a corps of young women employees in leis waiting to show them over the ship, which was having a six-day layover for overhaul. After checking state-rooms, engines, lounges, the bridge, stores, radar rooms, they were happily surprised after the meeting to be served a hearty luncheon, complete with slices of pineapple and papaya fresh from the islands.

If the shareholders were surprised, the management was astonished. A score of shareholders plus the officers of the company and the members of the board attend the usual Matson stockholders meeting. For this April session, more than 700 turned out, including several score employees who owned a few shares of stock. They overflowed the main lounge, which seats 500, and the other 200 sat in deck chairs in the sunshine on the promenade deck, where they listened to Sevier's report via a loud-speaker.

The meeting was such a success that Sevier decided to duplicate it by holding the next meeting on shipboard in Honolulu harbor, so that shareholders living in the islands could have their inning.

Sevier, who has a lot of feeling for the man on the docks, and for the company's customers, made a typical quick-thinking move last July when an interunion squabble caught the *Lurline* at the San Francisco pier with a load of Hawaii-bound passengers. Because the CIO union had ousted four cooks and stewards, the AFL sailors refused to report for duty and the sailing had to be canceled. The routine procedure would have been to tell the passengers that the company was sorry, and send them ashore to find rooms or other transportation.

"We are going to lose a quarter of a million dollars anyway," said Sevier, "so let's spend a few thousand more and tell these passengers to stay aboard for the week end as our guests."

For the passengers it became a glorified houseparty with everything on the house. Everybody had a wonderful time, and Matson gained a lot of friends.

At 55, Sevier probably is the most energetic steamship president in the business, physically. Always a strenuous-living individual, he is most relaxed when showing rocks or mixing mortar to build walls on his Sonoma Valley ranch, which is only a few acres in extent and primarily a country home for his

family. He likes to be with his family so much that, during the summer, he drives to the place every evening, gets up early in the morning to avoid traffic.

His close friends are his fellow workers, several hundred of whom call him Joe. He likes to have them up to the ranch in relays for barbecues. His two sons, John and Philip, in their teens, are facsimiles of Sevier when he landed his first job on the docks. His 11-year-old daughter, Electa, whom Sevier calls "Smith" for no more reason than he is called Joe, is a small replica of her mother.

While the new Matson president faces a bumper crop of maritime problems, he has much with which to work. Matson is in the enviable position of a steamship company that thrives without subsidy. The company's route to Hawaii is one of those runs that steamship men dream about, one with traffic around the year both ways, good times or bad. The 500,000 islanders have to have their groceries, and they have to get their pineapples and sugar to the mainland. The backbone of the Matson operation is the fleet of 18 modern freighters in the Hawaii service and four additional freighters owned by the subsidiary, Oceanic Steamship Company, in the Australia-New Zealand service.

The company's three hotels, with 900 rooms, represent a \$7,500,000 investment, which for the first time is showing a profit instead of being a money-losing facility necessary for steamship passengers. The company still owns a \$20,000,000 slice in the Honolulu Oil Company, which shrewd old Captain Matson launched to fuel his ships and to provide the islands with raw petroleum.

In view of the water front turmoil of the past decade, particularly on the Pacific Coast, it has become the custom of businessmen to counsel young men to stay away from a maritime livelihood. Matson's president doesn't agree with this counsel. To young college graduates who ask his advice, he says:

"There are good jobs on the water front and at sea. Any young fellow can make good money as a longshoreman while he is learning the shipping business, or he can ship at sea and make more than \$5,000 a year with board, lodging, and his every need taken care of while he is getting a toehold in the steamship business. An ambitious young man who wants to get ahead couldn't do better than to go to sea in these times."

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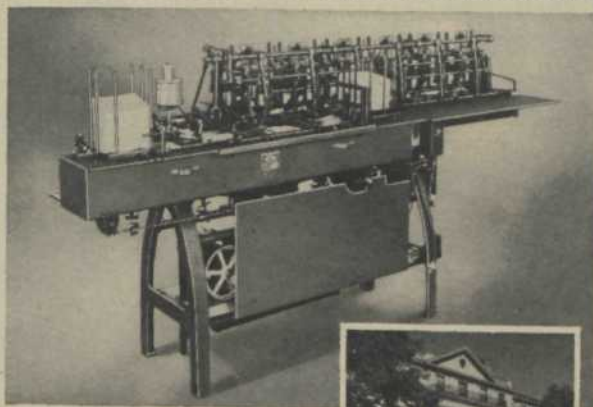


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PHOTOS BY ALLAN GOULD

This storeroom is a clutter of plaster casts

FOR almost 67 years a New England foundry has been transforming sculptors' models into lofty bronze statues

Bartholdi's "Columbus" is in Providence and one of Houdon's "Washington" in Columbus, Ohio. James Earle Fraser's "General Patton" is at West Point, his "Mayo Brothers" in operating garb at Rochester, Minn., and his more recently completed bigger-than-life-sized "Harvey Firestone" in Akron.

In addition to scores of other famous bronze statues throughout the country there is "Johnny Stoneface," a familiar figure in many village squares and public parks. Today Johnny Stoneface is nostalgic Americana. He still is on moody guard in his Civil War uniform. North of the Mason-Dixon Line he wears the clothes of a Union soldier. South of it, sensibly enough, he is dressed in a Confederate uniform. He was responsible for Gorham's entry into the business of heroics.

When the original plant was founded by Jabez Gorham in 1831 its interest was solely in the manufacture of teaspoons and other small silver objects. Over more than half a century, the firm gradually widened its line of silverware. As the casting of small decorative silver objects always has been a function of a silversmith, the company also engaged in this phase of the craft.

One day in 1885, a sculptor named Frederick Kohlhagen came to the plant with a problem. He had been commissioned to create a Civil War memorial. His model, "The Skirmisher," was ready to be cast in bronze. He thought that Gorham could do the job.

The firm agreed to tackle its first heroic. And so it was that Kohlhagen's "The Skirmisher" in enduring bronze later was unveiled and dedicated at Gettysburg.

The unveiling created a sentimental phenomenon which since has become familiar to Gorham. Years had passed since the Civil War ended. But cities, towns and villages suddenly began ordering Johnny Stonefaces and other Civil War bronze statuary.

Ever since that time, Gale points

Heroes in Bronze Never Grow Old

By EMILE C. SCHURMACHER

WHenever a huge statue of Abraham Lincoln is to be cast in the cavernous bronze foundry of the Gorham Manufacturing Company of Providence, R. I., Superintendent Julius Ferrari is certain to ask sales manager Ellsworth Gale a seemingly irrelevant question.

"About this new Abe," he'll inquire anxiously, "is he to be an Abe with or without whiskers?"

In the selfless interests of posterity Ferrari, in charge of production, is similarly concerned with the hirsute details of other prospective bronze masterpieces such as the curls in George Washington's wig, the furrows in Gen. George Patton's eyebrows and the tail of Phil Sheridan's immortalized horse. Such giant statues,

called "heroics," often are ten to 17 feet in height. They are reproduced from the models of sculptors with amazing fidelity to detail.

For almost 67 years, figures and groups of heroic size have been cast in bronze at Gorham's foundry. Here, in a present day industrial version of Vulcan's mythical workshop, are formed many of the bronze monuments on exhibition in many cities in the United States and in several foreign countries.

Many of these heroics occupy prominent sites in parks, civic centers, museums and cemeteries. Among them are Augustus Saint-Gaudens' "Victory Figure," in Arlington, Va., his "Shaw Memorial" in Boston, and his "General Sherman" in New York City.

out, interest in war memorials has occurred in cycles. Immediately after a conflict citizens and municipalities have an urge to commemorate it. Then, years later, after Father Time has thinned the ranks of veterans, their organizations renew their interest to the end that some famous battle or hero should not be forgotten.

"For the past few years, for example, there has been great interest in Kitson's eight-foot, five-inch statue of a Spanish-American War soldier," says Gale. "Last year three of these soldiers were cast. Spanish-American veterans are now in their 70's and 80's. They're disappearing, but before they go they want to make sure they'll be remembered."

Gorham has cast this popular Kitson work for Wichita Falls, Texas; Grand Rapids, Mich.; Athens, Ga., and Syracuse, N. Y. Kitson also did "The Doughboy" of World War I which Gale predicts undoubtedly will have a revival of interest a few years hence.

"Other statues which have stirred the imagination as an aftermath of World War II, such as 'The Victor' by A. C. Cianfarani, may have a renewal in popularity later in the century," Gale adds.

Only the sculptor, the donor and the workers in the Gorham foundry usually are aware of the great personal sentiment which goes into the casting operation. If, for instance, you should ever view the nine-foot statue of General Patton at West Point take a look at the hands clasping the field glasses. Within those hands, during the casting were placed the silver stars of rank which the general wore the day he died and the crossed saber insignia he wore when he was married.

Or, if you should view "The Gloucester Fisherman" at Gloucester, Mass., created by sculptor Leonard Craske, take a look at the statue's wheel housing. It bears two small lines of lettering.

When Craske was modeling the statue he had a young assistant whose ambition was to be a sculptor. Craske let him help. Behind the wheel housing he inscribed: "This being a place no one can see was modeled by Jimmy and not by me."

When Johnny Stoneface and its wave of Civil War memorial statues put Gorham into the heroics business, the bronze foundry became a mecca for those statuary molders who were in the United States and for many in Europe. Statuary molders are usually of French, Swedish or Italian descent. It is



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these three nationalities, Ferrari believes, which produce the most talented members of their craft.

The molding of a figure may take as long as six months to complete. Although the finished statue may be huge, the original sketch is usually modest in size. The largest over-all heroic ever cast by Gorham, the ten-ton "Mustang Group," was created by sculptor A. Phimister Proctor who was 87 years old at the time. It was commissioned by the University of Texas and first was modeled in plastolene as a statue just a foot long.

After the original model was approved by the University, Proctor went to the King Ranch in Texas where cowboys rounded up more than 100 wild mustangs for his inspection. He selected seven and spent the next two and a half years on the ranch capturing much of the detail in a second plastolene model which was scaled to one quarter of the finished size. His son, Gifford, also a sculptor, cast this model in plaster and it was taken to New York City. Then the group was reproduced in actual size after which Proctor perfected the final detail.

When the group was completed in plaster, Gorham technicians sawed up, packed and shipped the model to the foundry. There molds were set up and reinforced to take the weight of the statue. Iron cores were inserted so that the finished casting would be hollow and enduring. Molten bronze was poured into openings in the molds and was then left to harden. Afterwards the segments were cleaned up for the final welding.

Sometimes heroics are so huge that they have to be shipped headless or in other stages of alarming, if temporary, amputation. When the double equestrian statue of Generals Robert E. Lee and Stonewall Jackson by Laura Gardin Fraser was cast, the 12,500-pound twosome reached an over-all height of 16 feet.

Before it could be moved from the foundry to a site opposite Baltimore's Museum of Art it was necessary to remove the generals' heads and place them neatly crated in available space under the horses.

Shipping Proctor's ten-ton "Mustang Group" was even more involved. Gorham technicians cast the group in 57 segments, then welded them together. When the heroic was completed it was found that one mustang reared three feet too high to clear Texas bridges and tunnels.

The group was also a foot and a half too wide for a railroad flat car.

The problem was solved by cutting one mustang out of the herd, decapitating another. They were shipped to Austin separately.

The 17-foot, three-inch bronze statue of the Masonic George Washington, created by Bryant Baker, is the tallest heroic ever cast by the Gorham foundry. The statue portrays Washington, first master of Alexandria-Washington Lodge 22, just as he arose to address a meeting. The figure was shipped to the George Washington Masonic National Memorial Association building in Alexandria, Va., in three large sections and joined together on the site.

Although a sculptor's original plastolene model may be damaged or destroyed when plaster casts are made, the casts themselves are preserved.

Many sculptors leave these segments in a huge "morgue" adjacent to the foundry after the bronze work has been completed.

The Gorham morgue is a clutter of angel wings, cowboy and Indian parts, busts of Teddy Roosevelt, busts of orators who resemble Teddy Roosevelt, busts of orators who think they resemble Teddy Roosevelt or Franklin D. Roosevelt, or Nathan Hale or Patrick Henry and there are miscellaneous pieces



James Earle Fraser's "General Patton" is now at West Point

of presidential and zoological anatomy.

Any sculptor may reassemble his own segments if he wishes to have another bronze statue cast. Some do, years later, and this is a long-standing bone of contention among members of sculptural societies. Some sculptors believe that once a heroic has been cast all models should be destroyed. Others point out that if it is popular and in demand by communities other than the one that originally commissioned it, art and the individual sculptor both benefit when replicas are cast.

Occasionally, after a statue is cast for some memorial committee, it is left with no place to go. Both Washington and Lincoln have confronted the Gorham people with this problem. Of late the answer has been found in cemeteries.

What sales manager Gale calls the Case of the Neglected Washington began in 1932 when Washington, D. C., decided to commemorate the first President's bicentennial. At the time it seemed like a fine idea to erect a replica of John Quincy Adams Ward's famous heroic of Washington which stands in front of the U. S. Subtreasury in New York City.

The Gorham Company obtained the necessary permission from the sculptor's widow to make the reproduction. The 13-foot high statue was cast. Then it was discovered that Congress had neglected to appropriate funds for its purchase.

For 16 years thereafter Washington loitered around the foundry, all 6,000 pounds of him, with no place to go. Then one day Dr. Hubert Eaton, chairman of the Council of Regents of Forest Lawn Memorial Park at Glendale, Calif., heard of his plight.

The memorial park bought the statue and had it shipped to Glendale. When word reached Washington, D. C., a bill was introduced into Congress by Sen. Theodore Green to rebuy the statue. But the bill never was passed.

Equally curious is the Case of the Neglected Lincoln. This heroic, too, was lodged in the Gorham foundry for 16 years with no place to go. The firm was commissioned in 1930 by a Rhode Island Lincoln Memorial Commission which intended to place a statue of the Great Emancipator on the lawn of the State House.

The assignment was given to Andrew O'Connor, a sculptor and a noted Lincoln scholar. O'Connor produced his model which promptly was cast at the foundry. Then

financial difficulties cropped up.

First a payment of \$5,000 for the casting was not met. Neither was one of \$4,500 to the sculptor. So Lincoln just sat around the foundry waiting for someone to pay his bill. The sculptor died in 1941. The payment due him on the statue was attached by his former wife.

One day Gale got tired of it all. He made a survey of cemeteries and memorial parks to see if one might be interested. The Fort Lincoln Cemetery in Washington, D. C., was and bought O'Connor's Lincoln.

Then, shortly after Lincoln departed for his newly prepared site, the Rhode Island Commission contacted Gale.

"How," it asked in effect, "can you do such a thing to our Abe?"

Gale said that he was sorry but the Lincoln couldn't very well be recalled. However, he added, a twin could be made from the molds for \$18,400 F.O.B.

He couldn't anticipate what was to follow. In order to cast a duplicate it was necessary to get permission from the O'Connor heirs. Gale contacted the sculptor's widow; then it was necessary to obtain consent of the sculptor's son. Gale traced him to New York City, over to Ireland, on to France where he finally caught up with him. More than two and a half years were required to get the needed authority.

Dealing, as one might say, with the ages, Gale is philosophical about such problems. He's got one which he inherited and which has been with the Gorham Company ever since it cast its first equestrian general. This problem involves the statue of a general's horse.

"For generations, for some strange reason Americans have believed that if a general died in battle the sculptor must model his horse with only three feet on the ground," says Gale. "If the general died in bed the horse supposedly should have four feet on the ground."

Irate citizens still write indignant letters pointing out that such and such a general died in bed and why should the bronze horse ridden by his statue have only three feet on the ground.

"There's no basis of truth in this odd belief of course," Gale explains. "It's always been a question of equilibrium and a sculptor's conception."

Future generations, Gale points out, will have less cause to be this critical. There will be fewer heroics of equestrian generals. Today our generals are mechanized.



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H-28

Controls Confuse Washington, Too

(Continued from page 29)

were in Commerce's National Production Authority; but there were also important reins—petroleum, electric power, solid fuels, minerals—scattered in the Interior Department; and others dangling here and there.

Initially, Wilson intended to take the mobilization units out of the regular departments and place them directly under DPA. Wilson quickly learned, however, that even a "czar" must have some consideration for the low boiling points of touchy Cabinet members. As a result, there was another compromise: the mobilization agencies would remain where they were, in the old-line departments, for purposes of operation; but DPA, directly under ODM, would set production policy.

In May, 1951, Wilson ran into another crisis when William H. Harrison, on leave from International Telephone and Telegraph, had to withdraw as head of DPA because of ill health. Wilson's eye roved around and lit on Manly Fleischmann, the youthful, smooth-working Buffalo attorney who had been doing a bang-up job as successor to Harrison in running NPA.

When Secretary Sawyer detected Wilson's intention, he let out a yell. Here he, Sawyer, had dug up Bill Harrison to run NPA for Commerce, and Wilson had grabbed off Harrison to head up DPA. Now Wilson was about to do the same thing all over again with another Sawyer "find."

"You can't do this to me!" hollered Sawyer mightily.

So there was a hauling and a pulling. Finally, out of the scuffling, emerged a compromise incredible even in the Washington wonderland.

Fleischmann was divided up!

He was made head of both Defense Production Administration and of National Production Authority.

As DPA director, Fleischmann stood over Sawyer on matters of mobilization; as NPA director, Fleischmann worked under Sawyer.

NPA Director Fleischmann had the power to recommend new plants for the special five-year rapid tax amortization; DPA Director Fleischmann had the authority to approve or reject the recommendations. But DPA's Fleischmann could not take legal action on the recommendations

until NPA's Fleischmann had cleared the recommendations with Secretary of Commerce Sawyer. So, for just about six months, while wearing two hats, Fleischmann spent a lot of his time writing letters to himself—through Sawyer.

It is a tribute to mind over matter that, in violation of all organizational precepts, the dual-headed monstrosity worked at all.

Even the stolid, seldom ruffled Fleischmann found two hatfulls of headaches intolerable, and after half a year of it, he persuaded both Wilson and Sawyer that in the interests of sanity—governmental and personal—he ought to be relieved of one job. In January, 1952, Henry H. Fowler, another WPB veteran, was named head of NPA, and a dozen organization chart makers at the Budget Bureau stopped tearing out their hair.

Meantime, Wilson's manpower setup had become even more complicated—if possible—than production.

President Truman originally had given Secretary of Labor Maurice Tobin a vague jurisdiction over mobilization manpower problems, and the Secretary had created a special agency, Defense Manpower Administration, to cope with these problems.

When Wilson first came to Washington, his advisers urged him to avert the World War II tangle on manpower by placing manpower policy right under his own thumb. Wilson did so, whereupon Tobin challenged him and the fight was taken to the White House. Here Tobin learned that though he had guessed right with Harry in 1948, he guessed wrong with Charlie in 1951.

The White House decision left Tobin out in the cold, but it also made AFL-CIO leaders hot under the collar. Already angered by what they considered a slight on the part of Wilson for not giving labor a bigger voice in over-all mobilization policy, the union leaders boiled over, and boycotted the mobilization agencies.

In the resulting settlement of this dispute—a matter of political expediency—a quaint compromise was worked out on the question of manpower: Wilson would have the final say on manpower policy, but first the individual problems would have to be resolved in two separate committees—an interagency committee headed by a Wilson ap-

pointee, and a labor-management committee co-headed by a Wilson appointee and a Tobin appointee. Tobin also was permitted to retain the Defense Manpower Administration as an operating unit.

In settling its dispute with the United Labor Policy Committee, which had conducted the mobilization boycott, the Administration made other concessions. The President established on the White House level—one echelon above Wilson's Office of Defense Mobilization—a National Advisory Board on Mobilization Policy. This board gives the members—representing labor, industry, agriculture and the public—direct access to the President on mobilization policy matters—a maneuver which gives labor an opportunity to talk directly to the President when and if its leaders feel they're not getting a fair shake from Wilson. In deference to the feelings and prestige of Wilson, he was made chairman of this board.

The confusion stemming out of production and manpower had its counterpart in another key mobilization field—materials procurement. Here Wilson found a profusion of agencies in a mad scramble for minerals, often getting in each other's way. Highlight of the materials procurement hodgepodge was the duplication of activities by General Services Administration and Interior's Defense Minerals Administration.

DMA had authority for developing new sources of scarce minerals; but GSA had the responsibility for signing the contracts. As a result, weeks of haggling by DMA with a mining firm would be followed by more weeks of haggling by GSA with the same firm going over the same ground. At one point, GSA experts were called in to observe the haggling of DMA, but when the time came for GSA to sign the contracts, a new set of GSA experts sat down to start the haggling all over again.

This business kept on until the summer of 1951, when Wilson set up an over-all Defense Materials Procurement Agency, to be directed by Jess Larson, who also runs GSA. Most of the functions of DMA were absorbed into DMPA, but Interior gathered up the vestiges and created a new Defense Minerals Exploration Administration.

There was hope, in some quarters, that DMPA would end the materials procurement confusion, but DMPA was itself confused a few months later when ODM and DPA pulled off a deal on Malayan tin with Great Britain. DMPA people

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swear, privately, that they were taken by surprise and that the Malayan deal killed off an upcoming DMPA agreement for Indonesian tin at a lower price.

More confusion, meanwhile, was emanating from the stabilization section of the mobilization front. Alan Valentine, brought in from the University of Rochester to sit over the Economic Stabilization Agency, got into a dogfight with his price lieutenant, Michael V. DiSalle. Valentine was loathe to apply direct price controls; DiSalle was eager. DiSalle won the argument and stayed; Valentine went out and Eric Johnston came in.

Johnston showed up on the scene with a draft of an executive order which would have made him "Economic Czar" under the "Mobilization Czar" Wilson. But the order never was put into effect and as ESA director, Johnston had limited authority over prices, wages, and rent. He had only loose controls over food prices, none over freight and utility rates. He had little to say on taxation or savings bonds (Treasury's bailiwick), on consumer credits (Federal Reserve Board's alley), or housing credits (Housing and Home Finance Agency's baby).

JOHNSTON, however, was an old hand at making progress amid bureaucratic confusion and frustration. During World War II he played a large part in coordinating management, labor and government energies for the production effort.

He had promised to give nine months to the job of Economic Stabilization Director. Having fulfilled the promise and added an extra month as a dividend, Johnston left. He could point to a much more stabilized economy at departure than he had faced nearly a year before.

On questions of economics, Wilson also discovered that there was a veto in the White House. For example, Wilson opposed in 1951 the payment of a three-year GI insurance dividend amounting to \$685,000,000, on the ground that it was inflationary. He was overruled, as any experienced political observer knew he would be.

Most confusing of the economic stabilization fields was undoubtedly housing in the so-called "critical areas." Congress gave the Defense Mobilizer and Defense Secretary joint authority to declare "critical areas" for controlling of rents. That was in August, 1951. A month later, Congress wrote a second law giving the Defense Mobilizer individual authority to



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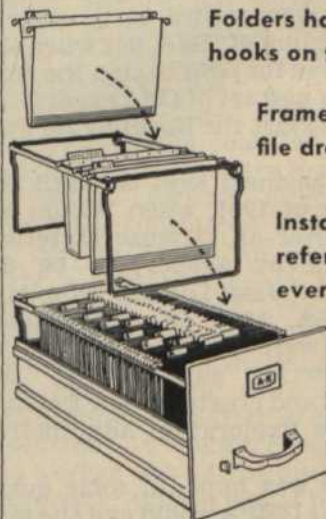
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create "critical areas" for the relaxation of credit controls so as to stimulate new housing. When the legislative huffing and puffing was over, the translators of legal language discovered that "critical areas" for rent controls could not be established until "critical areas" for housing credit relaxation had been established over the same ground.

A Critical Areas Committee was set up in DPA to figure out a way to make practical use of the two housing laws, but by November little had happened in the way of results. At this point, Tighe E. Woods, director of the Office of Rent Stabilization—who curiously was not named to the Critical Areas Committee—exploded and accused the committee of sitting on its hands.

Latest blob of mobilization confusion lands right on small business. Here it's a case of too many well-wishers. There must be a dozen agencies supposedly doing one thing or another to make things easier for the little fellow caught in the maelstrom of mobilization.

LAST summer the avowed champions of little business, led by Rep. Wright Patman (D., Tex.), got Congress to create the Small Defense Plants Administration.

Commerce Secretary Sawyer, who saw in SDPA a move to eliminate his pride and joy, his Office of Small Business, loaned by Commerce to the National Production Authority for the duration, denounced the congressional action as pie-in-the-sky politics.

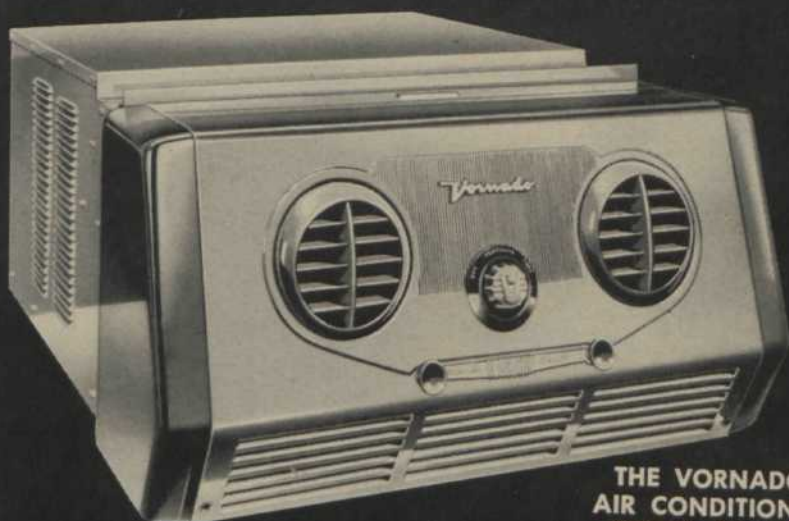
Stung, Rep. Patman roared that in all his years in Washington he had never known of any agency dealing with big and little business to give little business a break. SDPA, Patman asserted, would be on the ball for little business because its people would not be biased for big business.

However, Congress after creating SDPA, gave it only enough money to run along on a skeleton staff basis. Then, in February, a Presidential order took part of NPA's Office of Small Business and switched it to SDPA.

When SDPA gets its money, it intends to set up a string of offices around the country to help the little businessman. NPA has every intention to keep its own string of local offices open for the little businessman. With so much pie for the little guy, the little businessman is likely to lose as much as he gains in the ensuing confusion. But then, you can't expect Washington to think of everything!

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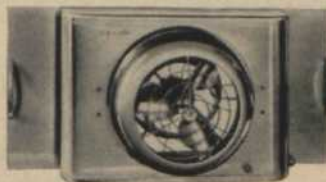
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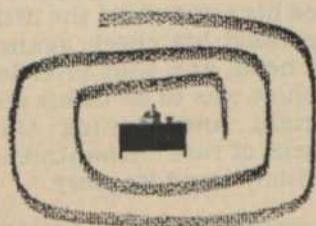


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Georgie's Dog from Yonder Hill

(Continued from page 42)

wave of reassurance replaced his fears.

On the hill the spectators surrounded him, their praise a gabble of sweet flattery in his ears. Bill Betts' hand was on his shoulder.

"Did you see her run, Bill? Did you see her?"

"I saw her run, George, and I was proud." This was high praise.

There was little time for rest. Shadows were spreading over the low ground. "They're moving the birds," someone said. "They're putting out a couple more. One of the hen birds got away."

The judges huddled and shortly the word went along that it was Alverson and Connors in the finals. George was now possessed of a great calm.

Rickets demonstrated her nonchalance by casually tearing burr after burr from her tail.

Alverson and his dog met them at the take-off. Now it was cooler and both animals were full of go. They went down the slope shoulder to shoulder and the setter veered sharply on game as the pointer a split second later nailed the same bird, stylishly. The wide-going pointer made his bid at the lower end of the meadow where he entered the brush and located nicely. Rickets was called in to honor the point. The boy had a moment of sickening apprehension. Never before had Rickets had a chance to back. He had always run her alone, hunted her alone.

Alverson's dog held staunchly in the thicket and the boy, parting the brush, could hardly make him out. He called the little setter to him and they worked forward. Well behind the pointer Rickets tasted the damp air currents and froze rigidly. Clearly, she was not backing the point. The pointer was still concealed, but her choke-bore nose had leveled on the bird. George glanced toward the judges. They gave no sign of satisfaction or disapproval. "Send 'em along," they said.

It was give and take then, bird after bird, the pointer bold and blustering, the setter swift, incisive, sure. The Alverson dog discovered his share of the game and never failed to stand faultlessly at the finds of the setter. The manners of Rickets were not as dependable. Fortunately, she pulled up of her own volition as bird scent streamed back past the pointer. It

would be a hard choice for the judges.

The mists of early evening lay over the valley as the group approached the gallery. Rickets was working further and further ahead and to the left, slashing gracefully through the sparse foxgrass and clumps of bayberry. "Better call in your dog," a judge cautioned. "There aren't any birds over there."

Suddenly, Rickets was still, a small white blur in the dusk. "I believe that dog's on point," said a judge. "Let's see what's what."

Again George was assailed with misgivings. It probably was a rabbit. Rickets still loved rabbits. She pointed them—and if they ran she chased them. It was her one besetting sin.

Handlers and judges neared the setter. The pointer spied her and stopped correctly. Rickets crouched in a half circle, trembling.

With a startling rush of wings a hen pheasant burst from the grass and towered into the dusk, disappearing over the treetops. Rickets heeded the boy's "Whoa!" after one eager step.

For some seconds the spell held them. Then the command came to "pick 'em up." It was all over and they headed up the hill.

Again Bill Betts was there. "I think you got it, George," he whispered. "I think you won."

It was still a dream when they handed him the blue ribbon and the prize money. A newspaperman took a flashlight picture of the judges and Jack Alverson and his dog, and they posed George and Rickets right in front near the camera where the little setter looked big and prepossessing. They shook his hand and patted him on the back, even Jack Alverson. "I take it all back," he said. "She's a swell pup."

The boy rode home in style with Bill Betts, reliving the more dramatic moments. Telling his mother would be the grandest part of all. A lighted window showed her busy at the kitchen stove.

He thanked Bill for the lift, turned, and dashed for the kitchen door. But, as his fingers touched the knob he paused, knelt, and closed his arms about the little dog. He pressed his cheek against the silky head, and that brief interim somehow was to be in his memory a bright and shining thing—a moment of rare enchantment with its triumph and its glory.

Happy Birthday, Mr. Businessman... happy birthday to you!

NO MATTER who you are, where you are, how young or how old you are, you're forty today — collectively speaking, that is.

Yes, sir, forty years ago this April, the President of the United States called a meeting in Washington of chamber of commerce and trade association representatives from all over the country. He said to them: "I think it would be a constructive idea to have a federation of business organizations to help Congress keep in closer touch with commercial affairs."

And so the Chamber of Commerce of the United States was born... the national spokesman of *all* business and industry, big and little... your own field of enterprise included.

Today, the National Chamber has grown to a constructive chorus of 3,200 affiliated organizations plus 21,000 business firms and individuals. Important, yes. But more important is what the Chamber does.

For instance, the National Chamber is now working to: (1) Build a better public understanding of the American profit and loss system; (2) Create an effective demand for economy in the Government; (3) Help develop an equitable tax system to avoid excessive and unjust taxation; (4) Promote welfare plans which will foster initiative and self-reliance; (5) Create greater cooperation between labor and management; and (6) Support foreign policy which will protect America's security, independence and integrity.

The National Chamber is working right now for you. This is more than an organization run on sound business methods, more than an institution of business progressiveness... *this is a national action-getting movement for good citizenship, good government and good business.* You ought to be a part of it. Write for leaflet, "A Letter to You" by Chamber President D. A. Hulcy.

CHAMBER OF COMMERCE OF THE UNITED STATES
WASHINGTON 6, D. C.

You don't join the Chamber... the Chamber joins you

THE NATIONAL CHAMBER JOINS YOU *with the finest research facilities for digging out the facts and defining the problems you face along with other businessmen.*

IT JOINS YOU *with splendid educational channels for getting the issues out in the open and making the facts available to everybody.*

IT JOINS YOU *and your opinion on national issues with that of other alert businessmen to establish a sound policy for business.*

IT JOINS YOU *and your earnest efforts with the combined front of business to get action.*



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Public Ownership at Work

(Continued from page 39)

aviator, a one-time aviation company president, a friend of Attorney General Clark, best man at an Elliot Roosevelt wedding, and a dependable contributor to the Democratic Party. His inexperience in chemical formulas was compensated for by electing Cary R. Wagner executive vice president of GAF and Ernest K. Halbach, its former president, consultant for GDC. Both were longtime experts in the business.

OAP says that Frye's combined annual compensation of \$72,000 from GAF and \$26,250 from GDC is less than that paid by competing corporations. But when the salaries of the men with the know-how are added—\$50,000 a year for Wagner and \$57,800 for Halbach—the costs are higher.

Wagner is a Republican. Up to October, 1951, Frye had received \$374,447; Wagner, \$181,976, and Halbach, from 1939 until he retired in 1950 to sue for ownership of GDC, \$853,600.

Frye's personal campaign contributions are comparatively modest, only \$6,250 reported in four years. However, he had the jolly custom of tapping GAF officers each November for a symbolical Christmas basket for the Democratic National Committee. In 1950, he raised \$4,650, but dropped to \$2,000 in 1951.

On the last hat passing, he did get \$200 from Morton Downey, a director of GAF. Ignoring Downey's musical fame, OAP listed his business affiliation as Coca-Cola Bottling Company.

ANOTHER official whose fame is not mentioned by OAP is Maj. Gen. John H. Hildring, retired. During the war he was in Europe as chairman of the combined American and British Commission for Liberated Areas and later as Assistant Secretary of State. He receives \$35,000 and expenses as manager of GAF and GDC operations abroad.

Even Washington's mystery man, Henry W. Grunewald, was not overlooked by GAF, though all the record shows is a modest \$222.20 in 1942. He has been a liberal campaign contributor but showed a mere \$200 in 1951.

The millions paid in fees by OAP corporations to lawyers, patent consultants and other outside firms have been severely criticized. The record shows quick change to

politically acceptable firms after the Government took over. It does not show that their fees were larger than their predecessors or those paid by private corporations for similar services. Whether they are more efficient and whether there is need for so much legal controversy, largely with other government offices, may be argued.

In the four years before vesting, Breed, Abbott and Morgan with Joseph P. Tumulty, Jr., a partner, received \$495,780 from GAF. Homer Cummings, a former Attorney General and chairman of the Democratic National Committee with Max O'Rell Truitt, son-in-law of Vice President Barkley, and other party stalwarts as partners, received \$91,797 before vesting and nothing afterwards. Cummings, Truitt, Tumulty and Toulmin still contribute to party funds but the name Langner is not listed.

From 1943 to the middle of 1951,

ARE OPINIONS IMPORTANT?

"In your safety deposit vault at the bank you have pieces of paper which indicate you are the owner of a home, a business structure, or a portion of some corporation. If the majority of the people of this country voting at some future election decide that these pieces of paper will no longer stand for your ownership of this property, you won't own it."

—L. J. Fletcher

Langner, Parry, Card and Langner were paid \$415,271 by GAF. They are international patent solicitors, the senior member, Lawrence Langner is also a dramatist and founder of the Theater Guild. The firm also was paid \$232,199 by the Schering Corporation. Contrasting with other six-figure GAF fees, Toulmin and Toulmin received a modest \$17,632. Gen. Harry A. Toulmin, Jr., authored the Army's Pearl Harbor report.

Louis A. Johnson, former commander of the American Legion and Secretary of Defense, was president of GDC from 1942 to 1947, receiving \$228,969. After he retired, his law firm of Steptoe and Johnson received \$341,528 from GAF and GDC. When he resigned as director of the two corporations in 1949, Donald C. Lincoln, another

member of his firm, immediately stepped in. Up to the latest report, the firm and its two members had received \$593,997. Johnson and Lincoln still contribute to the party war chest but the thousands of previous years were hundreds last year.

The real test of GAF and other OAP corporations is not political incidents and big isolated expenditures but their records as business enterprises. OAP points with pride to the fact that GAF's sales in 1950, were almost three times the total for 1939, before vesting. Independent financial reports for the two years show an increase of 273 per cent for 1950 over 1939. The same reports also show substantial increases for GAF's four competitors with considerably higher percentages for two of them. Also the gross sales of the different competitors were from four to 14 times those of GAF, a comparison distorted by percentages.

VOLUME of sales alone is only a partial test of business efficiency. A more accurate test, which OAP does not make, is a comparison of sales volume with profits before taxes. The independent reports show that in 1939, before vesting, GAF's profits were 13.6 per cent of its sales. In 1950, after nearly ten years of operation by government appointees, the percentage was 14.8. For privately operated corporations in the same business, the percentages for the two years were: Allied Chemical, 16.4 and 19; American Cyanamid, 10.8 and 22.1; Eastman Kodak, 19.2 and 23.6; DuPont, 22.5 and 31.

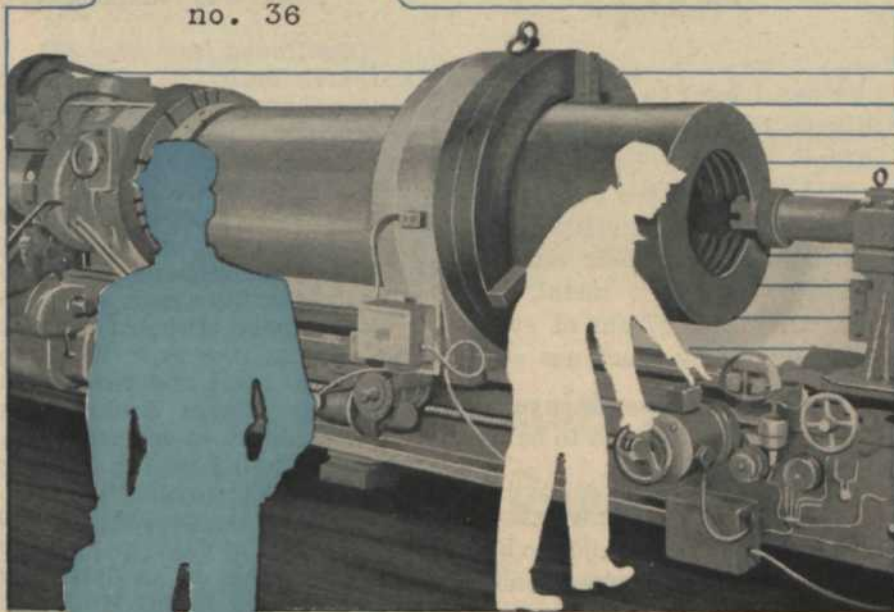
The government-operated company with many official privileges did not keep pace with privately owned and managed companies.

"The record of GAF and of other OAP-operated companies is a telling argument against government ownership," said a representative of OAP who asks that his name be not used. "A government business does not have security or permanence in either employment or investment. Large salaries are criticized while such incentives as bonuses and profit sharing are impossible.

"A government corporation does not sell stock to bring in private investors. There is only one owner and the taxpayers, as stockholders, have no direct voice in running the business."

To that can be added that a man picked for his political acceptability cannot run a business with the same efficiency as one who has followed it as a life career.

Case history
no. 36



"The Case of the Wandering Machinist!"

the answer to another actual plant location problem

Many companies today face the serious problem of skilled labor turnover involving the loss of men to competing industries, men specially trained at considerable time and expense. As demand for skilled labor increases in heavily industrialized areas all over the country, more and more companies are finding that these "wandering machinists" cost a lot of money in "breaking in" costs and loss of production.

C&O Industrial Development Department surveys show that for many companies, the answer to this problem can be found in plant sites in small, up-and-coming communities in C & O's Center of Opportunity. Here, right next door to major markets, with adequate labor supply, favorable taxes and first class transportation, these companies can build their future and the future of their employees as vital parts of one of these communities.

C & O's "Pin Point" surveys are strictly confidential

Finding the right spot for your new plant can be a costly, time-consuming job for you and your organization. Let our experts in this field make the task easy by preparing a special PIN-POINT survey to meet your requirements. For further information, write Chesapeake & Ohio, Industrial Development Department, Terminal Tower Building, Cleveland 1, Ohio.

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Harmon Elliott
Talking

When I went to work for the Elliott Company in 1907, all Elliott Address Cards had a metal frame with a manila paper center, and our competitors advertised that their address plates were 100% metal, and that they sold 87 out of every 100 addressing machines sold.

Certainly in those days metal address plates seemed to be the proper thing.

But in July, 1909, my father-in-law loaned me \$30,000 to buy out my father's partner, and a few weeks later I shocked my father by saying,

"The frame of the Elliott Address Card is all wrong because instead of being made of metal, it should be made of flexible fiber that could be colored and printed and written upon for index records.

"And the center of our Address Card is all wrong because it should be made of Japanese paper that could be stenciled with a regular typewriter."

Today with that kind of an address card Elliott offers addressing machine users the world's only alternative to metal address plates.

Many thousands of addressing machine owners have switched to these non-metallic typewriter stenciled address record cards.

If you are still using metal address plates, you will be very much interested in a booklet I have just written entitled *Stencil Addressing from 1852 to 1952*.

May I send you this booklet?

H.B. Elliott

155-C Albany Street
Cambridge 39, Mass.

You're Talking Through Your Hat

(Continued from page 32)

pearl gray, derby) at a slight, conventional angle. If he sees himself as informal, he usually wears a snap brim and tilts it over one eye. (One of the mysteries of hatdom is why many right-handers tilt hats over left eyes. "Latent left-handers," doctors say.) To achieve more informality a man may pinch in the rounded crown of a hat, or gain nonchalance by snapping the brim down front and back. (Men who wear glasses usually snap brims far down, to protect glasses. Gangsters pull hats far down for another reason: to hide their eyes.)

Then, if he fancies himself a fellow with a lot of dash, he may cock the hat rakishly on his head. John Barrymore and Jimmy Walker did this, and looked fine. But hats tell things and some men who wear hats rakishly look all wrong. It could be because they are trying to be something they're not—which applies equally to other men who wear hats in ways that look wrong.

Not only the way you wear a hat, but the hat itself, informs on you. Or so they say.

Dr. Ernest Dichter, an industrial psychologist, reports that major employment agencies tell clients, "Wear a hat." They know, says Dr. Dichter, that personnel managers often look at a man's hat before hiring him. "A good hat shows a man takes care of his appearance and in that way at least will be a credit to the firm," Dichter says.

Still, to make the average man take more than a perfunctory interest in his hat, as the \$150,000,000 hat industry constantly strives to do, seems to be an uphill job. Most men under 30 prefer to go hatless, feeling a hat makes them look older and more conservative. Other men consider hats the least important part of a wardrobe.

But as if to counteract such indifference, there is a phenomenon known as the Twenty Hat Man. Just how many there are would be hard to say, but a man who perhaps knows better than anyone else is E. A. Korchnoy, president of the Hat Research Foundation. "Twenty Hat Men are not uncommon," he states, with satisfaction.

Twenty Hat Men are born, not made, and right now the industry derives comfort from the fact that a Twenty Hat Man is in the White House. President Truman always has loved hats, and twice a year William D. Hickman of the Raleigh

Haberdasher in Washington carries an assortment of new models (stressing westerns, of course) to the White House. From these the President carefully selects replacements for the 20-odd that constitute his official hat wardrobe. How many other hats he gets in a year is anyone's guess.

A Twenty Hat Man enjoys talking hats. With a dreamy look in his eyes, one said recently: "I own brown, gray, blue, black, and green felts of varying homburg and snap-brim shapes and textures. I have hats for street wear, sports wear, and formal wear. I have a ten-gallon to wear in the West and a deerstalker for fun and games. For dress I have a topper and a couple of derbies. Everyone should have at least 20 hats. Why, I took a short trip recently and took along 17."

Asked if 20 hats was not a bit extreme for the average man, the Twenty Hatter lost his dreamy look.

"We're not extravagant, if that's what you mean," he said sternly. "We are men who like to be well dressed at all times, and for that you need hats. But don't get the idea that a Twenty Hat Man is a type who wears hats by mood. A lot of us are advertising account executives, the best dressed group in the world. Our hats depend on the suit and tie we have on. Another thing. Having 20 hats doesn't mean 20 fedoras. At least half can be caps and sport hats."

Twenty hats take up at least three quarters of a closet, and sometimes a whole one. This can produce household strife, and to avoid it some hat fanciers go in for hat quality rather than quantity. They do this by buying beavers, which today cost from \$30 to \$200.

Until you touch one, a beaver seems much like any other fedora. But it's a fine buy. A recent exhibit of Revolutionary beavers at the Brooklyn Museum showed hats 200 years old that were in better shape than the hats worn by men peering at them. For years Supreme Court justices, senators, and other dignitaries of the old school always wore beavers and Fifth Avenue hatters delighted in reeling off the names of distinguished beaver wearers. It is a commentary on our times that now they are reluctant to do this. Reason is that many big-time gamblers and bookies have discovered that it is possible to pay \$200 for a hat.

Felt hats are made from the soft

underbelly fur of rabbits. They are not cut into shape, but shrunk, which makes them practically the only bit of male attire that remains in one piece. Making the average \$10 hat takes three to four days and 34 steps, all requiring great skill. Among them are dipping, cutting, drying, brushing, blowing, weighing, hardening, and one called pouncing.

Every year some 75 new models are put on the market. Usually they vary only slightly from models of the year before. This year's show a tapered crown and narrower brim. Brim sizes vary across the country. In the East, the new brim is $2\frac{1}{8}$; Midwest, $2\frac{3}{8}$; West, $2\frac{1}{2}$ - $5\frac{1}{8}$. Factors like size of ears, type of jaw, coloring, and depth of face all enter into selection of a good-looking hat. Practically any men's store will give you a booklet called "How to Be Right on Top." It tries to indicate the right hat for YOU.

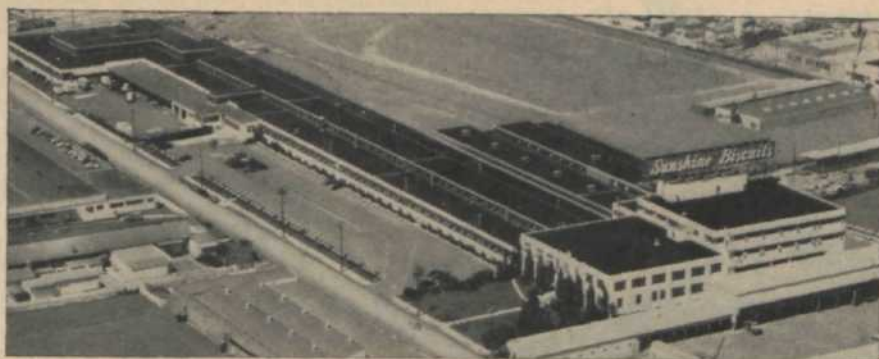
But there is something no felt or straw, no matter how well it looks, can do for a man. It can't satisfy his love of color. And men, who at times in history dressed more dazzlingly than women, love color. In the years from 1880-1920, when the plain black derby rode high, men actually had paintings made on derby inner linings.

Right now the American male has a new color-hat. It's the leisure type made of cloth: flannel, poplin, silk rayon, panama cloth, or some other light material. Men wear these for golf, fishing, hunting, or for such non sporting activities as gardening, washing cars, and mowing lawns. As such, leisure hats are growing gaudier by the day and would seem to be bright enough to satisfy any man's craving for color. Yet in some cases they're not.

Caps prove it. Three years ago, after decades of neglect, caps began selling again. Eager to increase this sudden demand, manufacturers decided to go easy on color, for fear of frightening new purchasers. Still, they made a few as colorful as the aurora borealis, and sent them out. They sold faster than conservative ones, and efforts to find out why show that even caps and leisure hats can tell things about you.

No cap, it turned out, was too gaudy for a good golfer, a good skeet shooter, a good fisherman.

Suffused with manly pride, he wants to attract all the notice he can. So take a tip. If you see a fellow wearing a cap like an artist's nightmare, think twice before taking him on. Whatever he's playing, he's good at it.



Plant of Sunshine Biscuits, Inc., in Metropolitan Oakland Area, Alameda County, California. From this central location, the company serves the rich West Coast market.

Sunshine Biscuits finds EXTRA PROFIT Opportunities in a MOA* location



Mr. Hanford Main
President

"TO THE food product manufacturer, a location in Metropolitan Oakland Area offers many inducements that have a direct effect on profits," says Mr. Hanford Main, President of Sunshine Biscuits, Inc., in telling why his firm

chose this area for a model plant, built in 1942.

Mr. Main continues: "Its central location and fast, abundant shipping facilities enable Sunshine products to reach consumers throughout the West in a matter of hours after they are baked and packed. In our case, it is all-important to maintain this oven-freshness.

"Your climate is ideal for manufacture of our products. Together with the

availability of large level sites, it permitted us to plan for low-cost, efficient operation on one floor—with a minimum of heating costs.

"In reaching the rich and important Coast market, your central location is highly important.

"Nine years' operation, during which our sales have increased constantly, have proved that we chose wisely when we chose a Metropolitan Oakland Area location as one that offers profit-making advantages!"

Sunshine Biscuits, Inc. is one of 228 national firms operating plants in MOA—the Metropolitan Oakland Area. If you are planning, even remotely, to locate a branch plant anywhere, it will pay you to get the facts about MOA before you decide. Write today for factual, free literature described below.

*MOA stands for Metropolitan Oakland Area—includes all of Alameda County, California. Industries locating here can take full advantage of incentives and benefits offered by the Federal Government to plants in locations meeting specifications of the National Industrial Dispersion Program. Write for particulars.



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NOTEBOOK



Operation Trade Secrets

FUTURE archeologists who dig into the ruins of our American civilization may wonder about many things. But they won't have to wonder how our home builders got their results. That will all be written down, thanks to an unprecedented series of round-table conferences held by the National Association of Home Builders.

At these meetings—under the general heading “Operation Trade Secrets”—the builders, led by their president, W. P. “Bill” Atkinson of Midwest City, Okla., pooled their ideas on design, construction and management in an effort to assure every home buyer “more house for the money.”

Closely guarded trade secrets of successful individual firms were revealed at an estimated rate of one a minute.

The first conference was held in October at Atkinson's Midwest City ranch where builders from the Pacific Coast and Southwest laid their secrets on the table. In November, at separate meetings, Middle Western and Eastern builders did the same.

Stenographers and wire recorders covered all three meetings and the facts they compiled will be edited and made available to all members of the Association.

And more recently the conferees skimmed off the cream of the findings for fast presentation at a two-hour conference with members of Congress, government and the building industry in Washington, D. C.

Already hailed as a major milestone in the history of the building industry, many authorities believe that “Operation Trade Secrets” may set the pattern for all future development in this field.

Earthy statistics

WHEN an expert prepares to finger the pulse of current business trends he assembles such profound statis-

tics as car loadings, Treasury reports, economic indices and figures on gross national product. It is a very ponderous business and, says the *Business Report*, published semimonthly by Business Reports, Inc., the results are little more accurate than those which are possible from more earthy criteria—hijacking, beer sales, sporting goods and two-pants suits, for instance.

Hijacking, says Business Reports, is a little-known but accurate economic barometer. Seizures not only keep pace with business conditions, they reflect supply outlook. Today such thefts have hit \$65,000,000 a year, compared to \$30,000,000 in 1947; \$45,000,000 in 1949. Copper and brass thefts are 900 per cent above 1945 levels.

Beer sales show areas which enjoy boom or suffer cutbacks. Today sales are strong in Cincinnati, Texas, the Northwest; down six per cent in New England, still more in Detroit.

Sporting goods sales measure prosperity. Golf expenditures are now \$40,000,000 a year, against \$15,000,000 before the war. Fishing equipment sales are up 30 to 60 per cent above last year.

And the reappearance of two-pants suits on store shelves accentuates the “soft” in today's soft-goods market.

Small drop: big bucket

UNDER the tax laws of 1915 a family of four had to have a net income of \$58,000 before being required to pay a federal income tax of \$1,000. Under tax laws for 1952, a family of four with an income of \$6,850 will pay a \$1,000 income tax.

And, according to the Council of State Chambers of Commerce, the revenue resulting from these collections still adds up to a very small drop in an enormous bucket.

Council researchers show that, if the Government were to confiscate all taxable individual incomes above \$5,000 a year, the revenue

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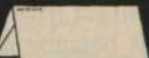
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increase would be a little less than \$6,000,000,000.

Confiscation of all taxable income of individuals in excess of \$10,000 a year would add about \$3,100,000,000—enough to run the Government two weeks under the 1953 spending program.

If all taxable income above \$26,000 were seized the increase, some \$637,000,000, would finance three days of federal operations; while seizure of taxable income earned by individuals in excess of \$100,000 a year, would add \$34,000,000—enough to run the Government for three and one half hours.

States have surpluses

GOOD news is still possible on the tax front, according to the Public Administration Clearing House which, after reviewing governors' messages to recently convened state legislatures, reports that only in Michigan are any new taxes proposed.

There the governor predicted a \$53,000,000 deficit by the end of fiscal 1953 on the basis of current revenue. In several other states, for the first time since the end of World War II, surpluses are cropping up.

According to the Clearing House, 14 states have regular legislative sessions this year while two have special sessions and two are continuing unadjourned sessions from last year.

Getting out the vote

CURB service for prospective voters is Providence, R. I.'s, contribution to the perennial campaign to get out the vote.

Under a new Rhode Island law, citizens must register before July 1 if they are to vote in this year's primaries.

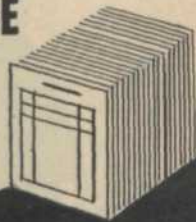
To make this completely painless for everybody, a motor trailer manned by two registration clerks is covering the city street by street, with special attention to shopping centers on days when housewives are doing their weekly marketing.

Every man a salesman

THE New York Central System may be on the way to having the biggest sales force in history. At least that is the intention of 79 representatives of labor organizations on the System.

In pamphlets distributed to their members with their pay checks, the union leaders point out that railroads are facing serious problems and call on Central employees

WHY WAIT A WEEK FOR THOSE NEEDED FORMS?



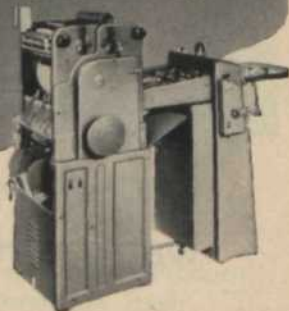
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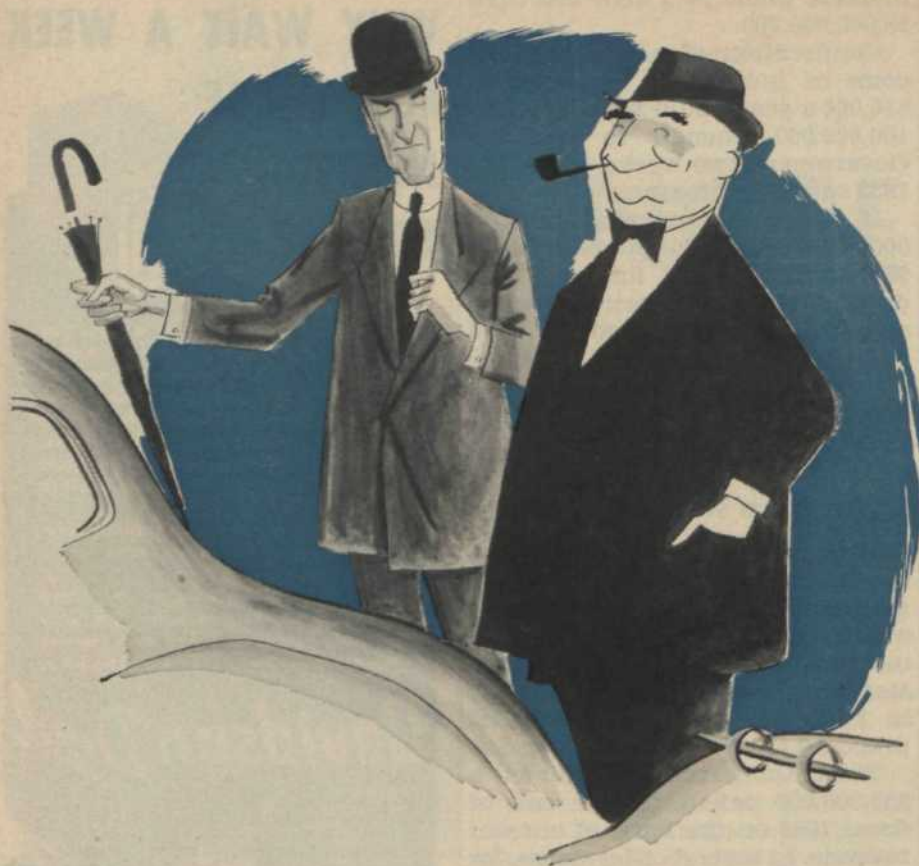
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Pete Progress and the man who wanted to widen Willow Street

Charlie Haskins always had the same old comeback, "I'll join the chamber of commerce if they help me widen the street by my store."

"Let's walk and talk," said Pete. And slyly he steered Charlie right past the old schoolhouse on Thompson Hill.

"By Godfrey! If I had kids I wouldn't let 'em in that old firetrap!" said Charlie. And he got so worked up he talked about it to anybody he met. And one day, there was a brand new brick school, and Charlie was tickled pink.

"You know," he said to Pete one day, "all I got to worry about now is the way cars speed past the school. Those kids aren't safe."

"Want to see why?" asked Pete. And he dragged Charlie right on down to the corner of Maple and Main.

"What a bottleneck!" said Charlie. "We got to do something about this. And say, this must be why traffic is so bad by my place. If we fix this, we can forget Willow Street."

"That's the big idea I've been trying to sell you for years," said Pete. "That's how the chamber of commerce works . . . finding real causes, *common causes*, and then doing the things that help most people most."

"The chamber of commerce!" said Charlie. "For crying out loud, I forgot. I gotta join right away."

"You joined the day you saw the old schoolhouse," said Pete. "You were one of us the first time you said you wanted to give instead of to take."

"Well, let's get busy," said Charlie. "We got lots to do . . ."

Your chamber of commerce has a lot to do, too. Are you ready to help?



to help the railroad develop and keep business.

Suggested methods for doing this are three:

1. Tell friends, neighbors, relatives the advantages of traveling or shipping via NYC.

2. Be on the lookout for prospective customers and when you find them tip off your local traffic representative.

3. Practice courtesy and efficiency in all your dealings with customers.

National Boys' Club Week

BACK in the 1860's, as today, every community had a certain number of boys who had no opportunity to develop physical fitness, vocational skills and character to become all-around good citizens.

The effort to do something about this led to the establishment of the first boys clubs. By 1906 the idea had grown to a point where a national organization was necessary.

Today 325 clubs serving some 300,000 boy members are united in the Boys' Clubs of America, a non-profit corporation operated by a board of directors which includes outstanding men from business, industry, the professions and the labor movement. The present board chairman is Herbert Hoover and the president William Edwin Hall, who is also president of Trojan Powder Company.

They and thousands of other businessmen who keep a youthful point of view by taking an active part in managing the organization will be pretty busy between March 31 and April 6. That is National Boys' Club Week.

Helpful hot-roads

A GROUP of young hot-rod drivers known as the "Cam-Lifters" are helping Cincinnati become a safer place to live.

Under police supervision and with police approval, these skillful motor jockeys put their souped-up mounts through a fairly hair-raising demonstration of dangerous driving practices as a part of a campaign which, within six weeks, lifted their city from the bottom to the top of the traffic safety list of large American cities.

Sponsored by the Police Department, the campaign also included demonstrations of safe driving and street crossing practices and a "Demonstration Safety" motor trailer, loaned by Trailmobile, Inc., in which motorists may examine safety equipment, take driver-reaction tests and register for

safety stickers and posters to attach to their cars.

How to tell a counterfeit

IN 1951 the United States Secret Service arrested 247 counterfeiters and captured \$1,430,931 in counterfeit currency.

Much of this amount was taken before it got into circulation but \$512,987 was circulated and represented a dead loss to those who had accepted it.

To help reduce this sort of loss, the Service has cooperated with the Eetna Casualty and Surety Company in producing a new educational motion picture entitled "The Secret Service Story."

Although primarily designed to call attention to those features of the currency with which most counterfeiters have difficulty, the film also dramatizes the training given prospective agents and reveals details of the constant watch kept over the President of the United States.

Among the precautions listed as protection against accepting counterfeit bills, the film demonstrates these:

1. Study the portrait. On counterfeits it is usually dull and lifeless.
2. Check the sawtooth points on the seal. They are usually ragged and uneven on counterfeits.
3. Study the paper. Genuine money is printed on paper with colored fiber. Counterfeits are usually on plain paper.
4. If in doubt, compare a suspected bill feature by feature with a bill known to be good.

An Iowa specialty

THE TILING SPADE has now been added to the Tall Corn as an accredited subject for Hawkeye boasting.

A specimen of this peculiarly Iowa instrument will be placed on permanent display at the Smithsonian Institution in Washington, D. C.

Displayed will be a product of the Osmundson Forge Company, Webster City, Iowa, today the world's only manufacturer of this highly specialized utensil which has reclaimed untold millions of acres of marsh land throughout the world.

Brain child of an anonymous inventor near Anamosa, Iowa, some 50 years ago, the spades were first made in that city. They are still in demand wherever it is necessary to dig trenches for drainage tiles in wet, muddy or sticky soil.

steel fabrication problem

Got you "Buffaloed"?



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However intricate the fabrication job — whatever the size — whatever the problem International Steel is staffed, equipped and uniquely qualified to fill the bill.

And that means **complete service**, from planning through production.

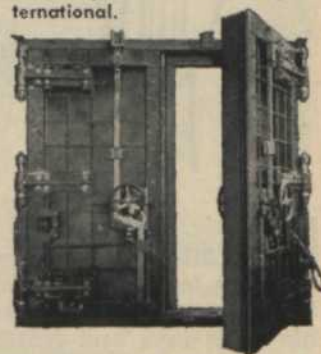
Solid evidence of this all-inclusive ability, **all-important flexibility**, can be seen in communities across the country.

In schools, churches, housing, business centers . . . at plants, airports, warehouses . . . on railroads and highways, countless products of International Steel insure structural strength and safety — contribute to greater comfort, utility, progress.

Today, because national-defense brooks no delay, much of International's production is earmarked accordingly.

Nevertheless, we'll welcome the chance to tackle **your** tough problem — leave nothing undone to lick it economically and on schedule. Write the Special Projects Director at International Steel and tell us about it.

Nine-inch thick, concrete reinforced door to meet the extreme conditions of jet-engine testing at General Electric plant, Lockland, Ohio. Jackson and Moreland, Boston, Architects and Engineers; Duffy Construction Co., N. Y., Contractors. An example of an unusual steel fabrication problem handled by International.



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DECISIONS made in 1952 will affect the course of business for years to come. That's why the National Chamber's annual meeting this month should be a must on your calendar

HOW MUCH personal attention should a businessman pay in these times to broad public policy? If his busy days and restless nights are packed full of the problems of running his own segment of the economy, what more can be expected of him? What good will it do him or the country to try for the long look and the broad gauge?

Business leaders he respects have been saying publicly that their fellow businessmen are not yet but should be profession minded. They insist that if business is to hold an influential place in the top councils of the country, then the men of business must have an organized method of expressing their views, a body of principles they adopt and promote, a mechanism for public expression accepted by the public.

All this lies behind the program of the Chamber of Commerce of the United States for its fortieth Annual Meeting this month—Monday, Tuesday, Wednesday: April 28, 29 and 30 in Washington, D. C.

More than 3,200 chambers of commerce and trade associations make up the membership of the Chamber. It is their delegates speaking for 1,500,000 individual members who will provide professional support for the Chamber's continuing efforts to promote good citizenship, good government and good business.

An economic system that currently is pouring out \$325,000,000,000 in goods and services will not

run itself. Sixty-four million people gainfully employed in producing and distributing these goods and services need consideration, advice and sound understanding of what policies are needed to maintain such volumes of activity.

More than economics is involved. The country has a hot war in Asia on its hands, a cold war in Europe and Africa. Still more, for the next six months the great debate about the leadership of the Government will rise in stridency. Millions of voters must make up their minds in the next few months on which major party is to be entrusted with the Presidency.

Equally important, perhaps dominating the economic and political outlook, is the foreign policy of the United States. What must be done to make it effective for American ideals and practical needs?

The Annual Meeting of the National Chamber has chosen subjects and nationally known speakers to give the best possible insight into these matters. Men who make decisions and men who carry them out will appear and make things plainer.

From the keynote address at the first general session (Monday) by the Chamber's president, Dechard A. Hulcy, to its close at the annual dinners (Wednesday) the meeting will provide visiting delegates with sound ideas which they can use in shaping their own business plans.

Three general sessions, one each

morning, form the backbone of the meeting. They will be devoted to such important topics as Foreign Policy and National Defense, Making American Capitalism Dynamic, and Your Job Back Home.

Luncheon on Monday pays tribute to those volunteer leaders who are lending their time and effort to spearhead the trend toward decentralization of the federal Government. The departmental luncheons, on Tuesday, will be related to the Chamber's current program of work.

The ladies will have a big time, with a special luncheon and a reception planned for them. The former features a discussion of "Responsibility in the Present Tense" by Mrs. Gilford Mayes, assistant chairman of the Republican National Committee, and Mrs. India Edwards, vice chairman of the Democratic National Committee.

The reception, to be given by Mrs. Truman for ladies attending this meeting, is expected to be held at the White House. The National Chamber must have the name of each individual planning to attend so that it may give a list to the White House by April 15.

The highly popular, change-of-pace Organization Night Dinners will take place Monday night to honor the leaders of state and local chambers of commerce and trade associations and their national organizations.

State Congressional Dinners are also on the program this year. They come on Tuesday night and give the delegates a chance to meet members of congress from their states and various public officials.

Top billing, as usual, goes to the Annual Dinners—there'll be two this year, to take care of the great demand for tickets. Last official event of the meeting, they will provide a fitting and inspirational climax to a memorable meeting.

Delegates who plan to arrive early—on Sunday—will find the registration booth in the National Chamber Building open all day. And in the afternoon, they're invited to attend an open house.



Picture shows typical operation of Dodge "Job-Rated" trucks owned by Walt Flanagan & Co., Denver, Colo.

"I save my toughest jobs for Dodge"

... says MELVIN W. FLANAGAN, Manager, Walt Flanagan & Co., Denver, Colo.

"Lots of our toughest jobs are in tight places. And I've got to save my Dodge 'Job-Rated' trucks for these jobs, because we just can't get in with my other trucks. But Dodge's short turning diameters make it easy to get in.

"Our men like Dodge trucks, too, because they're such swell trucks to drive. In fact, I've always got four or five drivers on my neck to drive a Dodge. That roomy Dodge cab is mighty popular."

What Mr. Flanagan says is typical of enthusiastic comments by owners of Dodge "Job-Rated" trucks. Remember, there's one to fit your job! See your Dodge dealer.



"My other trucks include a Dodge 'Job-Rated' pick-up. For my money, it's the most useful low-tonnage truck on the market. It's always on the job, never lets us down. Costs mighty little to run, too."



"We're so strong for Dodge 'Job-Rated' trucks because they're built to fit our jobs—with just the right units all the way through. We get the right engine and other units to move our loads. We get the right units to carry our loads."

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